MR. VAUCLAIN AT THE GRAND CANYON

Log of the "Manhattan"

WITH
MR. SAMUEL M. VAUCLAIN
AND PARTY
TO THE PACIFIC COAST AND
THE NORTHWEST
JULY 5—AUGUST 6, 1922

BY
GRAFTON GREENOUGH

PHILADELPHIA
AUGUST, 1922

Edw. J. Greenough
July 24, 1923
P.T.W.

LOG OF THE "MANHATTAN"

WITH

MR. SAMUEL M. VAUCLAIN AND PARTY.

EARLY in the summer, Mr. VaucLain, realizing the importance of building up general business as the foundation upon which the prosperity of our railroads and the subsequent activity of equipment manufacturers must be based, decided to visit the western portion of the United States, to ascertain for himself what conditions existed in the great West, and to bear a message telling of his belief in the prosperity which is now with us in such measure as we are willing to go after it. It was also his desire to investigate the electrification of the Mountain Divisions of the Chicago, Milwaukee and St. Paul Railway.

The enthusiasm and interest created throughout the country by the "Prosperity Special" during its passage from Eddystone, May 26th, to its arrival at Los Angeles, July 1st, 1922, lent encouragement to Mr. VaucLain's plan; and it was decided to exhibit moving pictures of the "Prosperity Special" wherever feasible throughout his trip.

The designation "Prosperity Special" belongs to a train of twenty heavy freight locomotives built and shipped by The Baldwin Locomotive Works to the Southern Pacific System, which is unique in that it holds the record as the greatest tonnage shipment of locomotives in any one train. It was Mr. VaucLain's purpose in arranging such a shipment to bring tangibly to the attention of the people of this country the fact that this train of locomotives was purchased by railroad officials who realized the need of such power for the new business which was developing along our Western Coast, and who had the faith of their convictions.

Accordingly:

JULY 5—WEDNESDAY. After days of planning and preparation, the Private Car "Manhattan", whose movements had been arranged by our General Manager of Transportation, Mr. W. A. Garrett, was shifted from its berth in the West Philadelphia Yards to North Philadelphia Station, where at 11:56 a. m. it was coupled to the rear of Pennsylvania Railroad train No. 27 bound for

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St. Louis. Supplies and baggage were loaded at West Philadelphia, but the passengers boarded the car at North Philadelphia.

Mr. Vaucelain's party included:

Samuel M. Vaucelain

Mrs. Samuel M. Vaucelain	Miss Anne Vaucelain
Mrs. Samuel M. Vaucelain, Jr.	Miss Amelie Vaucelain
Miss Patricia Vaucelain	Miss Dorothy Styer
W. A. Garrett	Grafton Greenough

Two-thirds of the crew, Cornelius Washington and J. R. Cogvill, accompanied Mr. Vaucelain to Mexico and back last year. They greeted us as old friends, but the cook J. B. Mackey, although an unknown quantity at the start, proved a welcome addition.

A group of friends came to the Station to see us off and Mr. Vaucelain was kept busy saying goodbye to his wellwishers, including:

Judge John Monaghan, W. A. Phillips, Wm. deKrafft, W. A. Russell, Wm. W. Matos and A. H. Ehle.

Moving pictures were taken by Mr. Charles Welsh and by Mr. Greenough, who at the last minute by command of the chief got a portable machine and tried to work it. Mr. Garrett was soon busy sorting the "Prosperity Special" literature which we broadcasted throughout the journey.

At lunch, the difficulties of the Presidential job in Washington were alluded to, and Mr. Vaucelain responded that if the job were his, he would cut out golf and make the folks in Washington know there was some one after them all the time. Mr. Garrett told of meeting Senator Beveridge at a time when he wanted to know why the four stenographers to whom he had dictated went to the races before writing his letters, which shows that the love of pleasure is more or less universal.

At Harrisburg, we were met by Mr. George leBoutillier, General Superintendent, and a representative of the Harrisburg *Evening News*; and to both Mr. Vaucelain passed words of cheer concerning the Prosperity which is here and to come.

The road along the Juniata is dear to Mr. Vaucelain and he reminisced concerning changes in the landmarks of his early days; for instance the

old aqueduct where the canal used to cross the Juniata and where now only piers remain; also the almost obliterated roadways that have been abandoned for the tracks now used. The approach to Altoona brought to Mr. Vauclain's mind many incidents of his early days, particularly those relating to the creation of the Pennsylvania Railroad and its absorption of the Portage road which was owned by the State of Pennsylvania.

Mrs. Vauclain told of her parents owning a farm where Altoona now stands long before the Pennsylvania Railroad decided to build shops at that place. The shops were first planned for Huntingdon, but the residents of that town wanted too much for their property and so what seemed like a sure bonanza passed by, and Altoona was founded.

Even so the Railroad was doomed by a mishap to pay well for its property. The ground selected for the shop site was owned by a farmer named Robinson. When the representative of the Company called only Mrs. Robinson was home and he was directed where he might find her husband. In satisfying Mrs. Robinson of his identity, the anxious representative dropped a letter which the thrifty lady read, in which the necessities of the Railroad and the importance of securing the Robinson farm were only too clearly stated. The letter was rushed to Robinson before the purchaser arrived and the price of the property was set accordingly, and the results show that profiting by the example of Huntingdon good judgment tempered the transaction.

The Altoona shops attracted the Vauclains to their vicinity and so became the immediate factor in shaping the early destinies of Mr. Vauclain.

Reaching Altoona numerous friends were waiting for Mr. Vauclain, including:

Messrs. Moses H. Canan, C. E. Whitlock, F. T. M., F. Lockhard, Y. T. M., Wm. Elmer, Superintendent, W. J. Schendelmeier, A. T. M.

The run down hill to Johnstown was quickly made and during the few moments there Mr. Vauclain found time to boost Prosperity to Mr. J. W. Sinclair, Assistant Traffic Manager; Mr. L. R. Custer, Vice-President Cambria Steel Company and Mr. H. O. Williams of the same Company.

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Mr. E. C. Peirce, Manager of our Pittsburgh office, joined us there and rode to Pittsburgh where we found his entire office force on the platform awaiting our arrival:—Messrs. Hale, Bird and Estell and the Misses Kinder and Dobbins. Mr. A. W. Thompson, President of the Chamber of Commerce, who could not be present, was represented by a delegation; and Mr. Vaucain was soon surrounded by a group which blocked the platform. Among them were Messrs. Sixsmith, Superintendent of Transportation; Hunter Storm, Superintendent, and representatives of the press.

It was well after ten before we crossed the Monongahela and started our journey over the Pan Handle, and one by one our party retired for the night with orders from the chief that the men would break their fast in the morning at six o'clock to make ready for the promised reception at the Indianapolis Station.

JULY 6—THURSDAY. Breakfast was ahead of schedule but the train kept the average by reaching Indianapolis a little late, yet it arrived before seven and we found the waiting group, including the Governor of Indiana, Warren T. McCray; also W. C. Downing, General Superintendent; J. W. Coneys, Superintendent, Lieutenant Messing, and a representative of the Indianapolis *Star*.

Mr. Vaucain dwelt upon the fact that talk of hard times was inconsistent with the presence of 700,000 automobiles in Pennsylvania with its 9,000,000 people. Referring to the hope of a newspaper man that 1914 prosperity would soon return, he replied "God forbid", and reminded us that we were as a nation now living better and more expensively than ever before. The Governor acquiesced and claimed the automobile palm for Indiana whose 3,000,000 inhabitants own 450,000 autos. Mr. Vaucain then spoke of the building prevalent in all parts of the country and of the new homes needed for those participating in the million marriages which were consummated in the country during the past year, together with all the consequent household effects and other needs which sooner or later must be supplied.

The call of "all aboard" precipitated hurried adieus and a short ride through a prosperous farming country brought us to Terre Haute on the banks of the Wabash, which flowed placidly by without giving evidence of its beauty in the more rural portions of its course.

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Mr. Vauclain complimented Mr. D. Y. Geddes, Superintendent, upon the fine appearance of the Station, and we were soon joined by Mr. F. E. Strouse, Claim Agent, and Mr. Snyder of the *Terre Haute Spectator*.

Evidences of farming prosperity continued on every side as we rolled along toward St. Louis, our first overnight stop.

We arrived at Union Station, St. Louis, on time, and in company with Mr. Goble found *Globe Democrat* and *Times* representatives awaiting Mr. Vauclain. After our pictures were taken by the *Times* photographer we hurried to the Jefferson Hotel.

The afternoon was spent at the St. Louis office and in calling upon Mr. C. S. Lake, Assistant to the President, St. Louis Southwestern Railway. The entire party and Mr. Murray of the St. Louis office dined at the Jefferson, and Mr. Vauclain entertained us with the account of his early negotiations with the Nashville, Chattanooga and St. Louis Railway, and of the subsequent friendship with Mr. J. W. Thomas, Jr., which lasted until his death, and which assured us the railroad company's business for many years.

JULY 7—FRIDAY. After a six o'clock breakfast Messrs. Vauclain and Garrett called upon Mr. Robert S. Brookings, but were unfortunate in not finding him at home. Mr. Greenough transacted business at the office and then all joined in calling upon Mr. J. M. Herbert, President of the St. Louis Southwestern Railway, where Mr. Vauclain explained the basis upon which Standard tires and wheels are guaranteed. We were fortunate in meeting an old customer in Mr. Herbert's office in the person of Mr. William Buchanan, President of the Louisiana and Arkansas Railway, with offices in Stamps, Arkansas.

We then paid our respects to Mr. B. F. Bush, President of the Missouri Pacific System.

Mr. Vauclain gave a luncheon at the St. Louis Club. After introductory remarks of a complimentary nature by Mr. F. W. A. Vesper, Mr. Vauclain delivered an enthusiastic address in which he dwelt upon Prosperity, the "Prosperity Special" and the advisability of going after business when you want it rather than listening to the cry of hard times from others. He concluded his remarks by explaining in detail how he had searched Europe for business and found it.

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The gathering which was most attentive, included:

Samuel M. Vaucelain, President, The Baldwin Locomotive Works.
F. W. A. Vesper, President, St. Louis Chamber of Commerce.
George W. Neidringhaus, President, National Enameling and Stamping Co.
E. Lansing Ray, President, St. Louis *Globe Democrat*.
Murray Carlton, President, Carlton Dry Goods Company.
W. H. Sawyer, President, East St. Louis & Suburban Railway.
M. L. Wilkinson, President, Scruggs, Vandevoot and Barney.
F. W. Lehmann, Judge.
C. T. Collett, General Agent, Southern Pacific Lines.
J. E. Taussig, President, Wabash Railway.
J. M. Herbert, President, St. Louis Southwestern Railway.
C. S. Lake, Assistant to President, St. Louis Southwestern Railway.
Edward V. Prior, President, State National Bank.
W. Frank Carter, Attorney at Law.
W. McC. Martin, Chairman of Board, Federal Reserve Bank.
Benjamin McKeen, Vice-President, Pennsylvania Railroad.
Henry Miller, President, Terminal Railway Association.
Paul W. Brown, Editor, *America at Work*.
George E. Howard, Vice-President, Commonwealth Steel Company.
Edward Whitaker, President, Boatmen's Bank.
B. F. Bush, President, Missouri Pacific Railway.
Festus J. Wade, Mercantile Trust Company.
Robert E. Adreon, President, American Brake Company.
W. F. Gebhart, Vice-President, First National Bank.
Charles L. Potter, Colonel, United States Army.
I. W. Geer, General Manager, Pennsylvania Railroad.
George S. Johns, Editor, St. Louis *Post Dispatch*.
J. Shepard Smith, Vice-President, Mississippi Valley Trust Company.
Carl H. Peterson, Chicago.
W. A. Garrett, General Transportation Manager, The Baldwin Locomotive Works.
Arthur S. Goble, Manager, St. Louis Office, The Baldwin Locomotive Works.
Grafton Greenough, Vice-President, The Baldwin Locomotive Works.

Mr. Vaucelain had a busy evening which started by talking from the Radio Station of the *Post Dispatch*. Following a quick trip to the Statler Hotel he then addressed a meeting concerning the "Prosperity Special" and his interest in salesmanship. Following this the moving pictures of the "Prosperity Special" were very satisfactorily shown in the main dining room of the Hotel to about three hundred people, of which a large number were ladies. The introductory remarks were made by Mr. Greenough and the meeting was closed by Mr. Garrett.

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An old Baldwin employee, Mr. Pease, heard Mr. Vauclain's talk by radio, then telephoned him and brought his family to town in time to see the pictures of which he knew nothing until advised by radio.

The "Manhattan" started at midnight for Kansas City, over the Chicago, Burlington and Quincy Railroad, which brought us

JULY 8—SATURDAY to Kansas City, where we had just an hour before leaving on the Santa Fe System for Topeka. Mr. I. C. Hicks, Mechanical Superintendent and Mr. F. W. Thomas, Superintendent of Apprentices, insisted upon Mr. Vauclain visiting the Argentine shops of the Santa Fe System; so they carried him off from the Union Station (which it is interesting to know Mr. Garrett had a hand in designing), leaving Mr. Garrett and Mr. Greenough to call upon Mr. J. A. Edson, President of the Kansas City Southern Railway, who came to his office ahead of schedule to see Mr. Vauclain. We had, therefore, to make apologies for his lack of time.

Mr. Edson was considerably disturbed about the railroad shopmen's strike, and particularly concerning some of the southern editors, one of whom published a warning to strike breakers and advised that if strike breakers appeared he would in conformity with his "conservative habits", be one of a number to boot them out of town.

Mr. Edson's assistant, Mr. A. M. Calhoun, greeted us cordially, and we left to meet the newspaper correspondents who had arranged to be at the Union Station to interview Mr. Vauclain.

At the station we found Mr. W. M. Corbett, President of the Kansas City Terminal, who had a good word for Baldwin locomotives and reminiscences for Mr. Garrett. We took the reporters to Argentine to see Mr. Vauclain and sent them back to Kansas City in a taxi-cab. A little over a two hours' ride brought us to Topeka. Mr. Goble had accompanied us and we found Mr. Charles Riddell waiting at the station. He had scheduled our activities for the day.

We called upon all the railroad officers in town and were particularly interested in the collection of photographs Mr. Copeland had personally arranged on the walls of the board room, showing all officials, from the early days until now, who had to do with development of the Santa Fe System. Most prominent was the painted portrait of Cyrus K. Holliday,

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the first president, who in 1848 was thought a visionary for mapping out a line to the Pacific Coast. He made great progress in his lifetime but did not live long enough to see the fulfillment of his dreams.

A luncheon at the Country Club followed, where Mr. Vauclain was introduced by Mr. E. L. Copeland, Secretary and Treasurer of the Santa Fe System. The following were present:

Samuel M. Vauclain, President, The Baldwin Locomotive Works, Host.
E. L. Copeland, Secretary and Treasurer, Santa Fe System, Toastmaster.
Henry J. Allen, Governor of Kansas.
W. K. Etter, Acting General Manager, Santa Fe System.
W. R. Smith, Judge and Solicitor for Kansas.
John Purcell, Assistant to Vice-President, Santa Fe System.
F. W. Freeman, President, Merchants National Bank.
F. M. Bonebrake, Vice-President, Merchants National Bank.
J. R. Burrow, President, Central National Bank and Central Trust Company.
Walter E. Wilson, Chairman of Board, Farmers National Bank.
S. E. Cobb, President, Bank of Topeka and Prudential Trust Company.
F. C. Kath, Vice-President, Bank of Topeka and Prudential Trust Company.
Wm. MacFerran, President, State Savings Bank.
J. H. Lee, President, Kansas Reserve State Bank.
C. S. Elliott, President, The Shawnee Investment Company.
F. P. MacLennan, Editor, Topeka *State Journal*.
Marco Morrow, Manager, Topeka *Daily Capital*.
Grafton Greenough, Vice-President, The Baldwin Locomotive Works.
W. A. Garrett, General Transportation Manager, The Baldwin Locomotive Works.
Charles Riddell, Manager Chicago Office, The Baldwin Locomotive Works.
Arthur S. Goble, Manager St. Louis Office, The Baldwin Locomotive Works.

Mr. Riddell expressed his appreciation of our welcome and Mr. Greenough, at the request of Mr. Copeland, briefly outlined the workings of our contract with the Santa Fe System for the building of locomotives, and related how under that contract we were able to save the railroad money by working for it as earnestly as though we were working for ourselves. This was evidenced by the fact that although the last ordered engines were paid for on the basis of guaranteed maximum prices, our endeavors in our customer's behalf enabled us to return (not rebate) about three hundred thousand dollars for a total of fifty locomotives.

Mr. Vauclain dwelt upon the advantages of exercising confidence in commercial matters, and drew attention to our many years of dealing

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with the Santa Fe System as an example of the results made possible thereby. He further remarked that although the last purchase of fifty locomotives had proven unprofitable to The Baldwin Locomotive Works, we had suffered the consequences without a murmur, believing that the Santa Fe System would deal justly with us. He advised that a renewal of the contract would involve modifications.

Governor Allen spoke a few words of welcome for the visitors from the East, and Mr. Vauclain responded by saying that in reply to a question as to what he thought of Governor Allen, he had said the Governor reminded him of a Baldwin locomotive with an extra large sandbox, because in addition to having the power to execute his convictions the Governor had sand enough to keep from slipping his drivers.

Bankers Freeman and Cobb informed us that Kansas values had not been inflated during and after the war to the extent common in surrounding States, hence the improvement in conditions was progressing on stable grounds.

After adjournment, Mr. Vauclain spent most of the afternoon* with Mr. Purcell at the Santa Fe Shops, and Messrs. Riddell and Greenough conferred concerning business in the Chicago territory.

Mr. Vauclain tendered a dinner to a few friends at the Topeka Club. It partook of a more social atmosphere than the formal luncheon. There were present:

Samuel M. Vauclain	Grafton Greenough
W. K. Etter	W. R. Smith
E. L. Copeland	Charles Riddell
John Purcell	H. H. Lanning, Mechanical Engineer
W. A. Garrett	Howell Jones, Director
J. F. Jerrall, Publicity Manager	
H. E. Ray, General Storekeeper	
W. D. Deveny, Superintendent Shops, Topeka	
E. A. Goeldner, Assistant to General Manager	
Mr. Collison, Secretary to General Manager	
A. D. Gray, Assistant Treasurer	
A. S. Goble	

(The Railroad Officials are all with Santa Fe System)

Mr. Vauclain expressed gratification at meeting in an informal way so many Santa Fe Officials at one time, and in lighter vein congratulated the Railroad for knowing where to get good locomotives.

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Mr. Purcell, whilst pledging unaltering friendship for Mr. Vauclain, claimed credit for showing the Baldwin Works how to build locomotives that would run.

Judge Smith told of the early struggles of the Santa Fe System.

Mr. Jones, who would not let you forget he was Welsh, claimed that the now extinct Populists were a blessing in disguise to the State of Kansas because they so discredited the State that no one would lend money freely to a Kansan; hence the people of Kansas had to learn how much they could do without, and how to economize, and by so doing escaped the consequences of unnecessary debt.

MR. GARRETT BRAVELY HANDLES THE LINK
AND PIN COUPLER IN DODGE CITY

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After short remarks by Messrs. Garrett and Greenough the diners adjourned to the High School Building, where the "Prosperity Special" pictures were shown to an audience of about four hundred, which attendance was most gratifying considering the heat of the evening.

Mr. Vauclain was introduced by Governor Allen who welcomed him to Kansas and praised his many accomplishments and his vision concerning commercial affairs.

Mr. Vauclain spoke briefly relative to the "Prosperity Special" and the reasons therefor. The necessity of working for Prosperity, the possibilities of which are with us, were dwelt upon at length; and those present were urged to keep up courage and do their part, as good American citizens enjoying the benefits of the best Government on earth.

We then adjourned to the car and left Topeka about midnight, after saying goodbye to Messrs. Riddell and Goble.

A HUGE SUN-DIAL AT DODGE CITY

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JULY 9—SUNDAY. We were favored with an agreeable addition to our party, at Topeka, in the person of Mr. Isaiah Hale, the Safety Superintendent of the Santa Fe System, who met us before we reached Topeka and stated that he had been delegated to offer his services as an escort over their lines.

He assisted us in many ways, and it was a pleasure to adopt him as one of the family, until we reached Los Angeles. .

Our first stop was Dodge City, where we were greeted by Division Master Mechanic A. H. Bierne, who is an old Baldwin man and is making good on the Santa Fe. He was delighted to again see Mr. Vaucelain, and although nearly all his men were on strike, he was energetic, hopeful, and kept the road open.

SOUVENIRS FOR SALE AT RATON, N. M.

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We left Kansas for Colorado near Holly and ascended the eastern slope of the Rockies through LaJunta to the Raton Mountain.

A distressing accident happened at Las Animas. A farm hand, "Bill Taylor", driving a small motor truck and having a clear view of the approaching train, raced it for the crossing and ran into the side of the engine with fatal results.

The facts were quickly obtained by Mr. Hale whose particular work it is to educate the employees of the road in the conservation of human life and limb, and to find means to avoid accidents. His record of improved conditions is remarkable.

The climb up the Raton Mountain and the drop into the city of Raton are of peculiar interest to a Baldwin man and particularly so to Mr. Vauclain, because in meeting the necessities of that locality he designed the "Santa Fe" type of locomotive which has ultimately developed into a standard type of freight locomotive, now having dimensions not at first deemed practical.

COWBOYS FROM RANCH OF W. J. LINWOOD, MAYOR, GREET US AT RATON, N. M.

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Darkness fell soon after we left Las Vegas and as we were approaching the Glorietta Mountain, one of the most picturesque of the Rockies.

JULY 10—MONDAY. About two in the morning our car was cut off and left at Albuquerque, and although we awoke early in this the largest city of New Mexico, we had not finished breakfast when Mr. D. E. Barton, the Shop Superintendent, called upon Mr. Vaclain with Mr. M. L. Fox, President, and Mr. D. B. McKee, Secretary of the Chamber of Commerce, to outline the proceedings they had arranged for the day. First we were shown the city in an automobile, both the new town and the adjoining old town which is largely Mexican and which refuses to be absorbed by the new and more modern neighbor with paved streets and all modern improvements.

OUR TRAIN, HAULED BY A BALDWIN MOUNTAIN TYPE LOCOMOTIVE,
REACHES ALBUQUERQUE

In the old town we were shown the San Filipe church which was founded about 1706.

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The Rio Grande River runs near the city and noticing some "water logged" land in its course, Mr. Vauclain asked why the land was not reclaimed instead of expensively irrigating other land at greater cost. It seemed to give the citizens a new thought.

We then proceeded to the State University where a summer school is in session, which is largely attended by school teachers from New Mexico and surrounding States. A comfortably filled lecture room greeted Mr. Vauclain and he was introduced by Professor David S. Hill, President of the Institution, who stated that the wireless had its Marconi, electricity its Edison, while the locomotive has its Vauclain.

Mr. Vauclain spoke on Americanism and advised those who were not satisfied with this country to travel through Europe and the Near East where they would find conditions undreamed of here as to poverty and frugality, yet with the people happy because the war did not take everything from them; whereas we are inclined to fret because the war robbed us of a portion of our substance.

THE STATE UNIVERSITY, ALBUQUERQUE.
A REPRODUCTION OF INDIAN ARCHITECTURE.

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He urged the audience to be hopeful and banish fear. He declared fear to be one of the most potent reasons for failure and referred to Grant's answer to the question as to whether he was fearful of attacking Fort Donaldson with an inferior force. General Grant replied that he was so busy wondering how afraid the enemy was of him, that he had no time for fear himself.

Mr. Vauclain gave as his receipt for becoming wealthy the advice to get so interested in work and keep at it so long that you have not enough spare time to spend the money you make.

We were excused from the unfinished meeting at the University to attend the luncheon at the Country Club, which is on an unshaded mesa which irrigation is destined to improve.

The Mayor of the City welcomed us and presided at the table. Those present included:

W. R. Walton, Mayor, Toastmaster.	Samuel M. Vauclain, Host.
D. E. Barton, Superintendent Shops, Santa Fe System.	H. B. Henning, Managing Editor of the <i>Evening Herald</i> , Albuquerque.
J. P. McMurray, Master Mechanic, Santa Fe System.	A. B. MacMillan.
David S. Hill, President of the University.	B. H. Briggs.
M. L. Fox, President, Chamber of Commerce.	Clyde Tingley.
D. B. McKee, Secretary, Chamber of Commerce.	Robert McClughan.
Arthur Prager, General Manager, Albuquerque Gas and Electric Co.	E. N. Boule.
Moise Bergman.	W. A. Keleher,
John Milne.	O. I. Lewis.
Max Nordhaus.	D. S. Rosenwald.
O. N. Marron.	Albert Simms.
E. D. Swope.	J. B. Herndon.
A. R. Hebenstre.	T. E. Whitmer.
R. E. Putney.	John F. Simms.
G. A. Kaseman.	A. I. Riedling.
L. S. Peters.	D. W. Faw.
	G. E. Fletcher.
	Grafton Greenough.
	W. A. Garrett.

Mr. Vauclain talked of the Baldwin method of keeping an open shop and of the necessity for the officers of any corporation to set their subordinates the example of getting to work early, instead of arriving at the office in the middle of the morning, dressed in golf suits as is not unusual. He claimed that many a difficulty between master and man

has been settled in its incipency because the master was on hand when the trouble began; furthermore he pointed out the wisdom of taking the same interest in the welfare of employees as you expect them to take in the work of their employers.

MR. VAUCLAIN GREETES THE ENGINEER OF HIS TRAIN
AT ALBUQUERQUE

He closed his address by comparing the prosperity now existing with the so called pre-war prosperity of 1913 and 1914, and challenged anyone to show wherein we are not now better off in every particular.

Messrs. Garrett and Hale expressed their appreciation of the courtesy we were receiving in Albuquerque and Mr. Greenough testified as to Mr. Vaucain's optimism under difficulties.

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Mr. Walton dismissed the guests, and Messrs. Vauclain, Barton, McMurray and Garrett inspected the railroad shops, while Messrs. McKee and Greenough completed arrangements for the evening showing of the "Prosperity Special" pictures at the Crystal Palace Theatre.

The theatre was well filled when Mayor Walton introduced Mr. Vauclain by a few chosen words of tribute to his useful career.

Mr. Vauclain confined his remarks to the "Prosperity Special" and his reasons for sending it forth with its message of cheer to the country at large, so that the people in every town and hamlet through which it passed might realize for themselves the faith in the future which the purchaser of such a train must have.

The lecture closed with an appeal for Americanism and faith in the ultimate judgment of the common people who have the making of prosperity in their own hands.

After bidding our Albuquerque friends goodbye and learning that over ten thousand visitors have been shown the resources of the city during the last three months, we retired to our car, which

JULY 11—TUESDAY, was attached in the wee small hours to train number nine. Mr. Vauclain's fame quickly reached the enterprising town of Gallup, and as we were retiring a telegram was received stating that an audience of a thousand was assured if he could stop over for a day. Engagements in Los Angeles made it necessary to decline, and a telegram so stating was dispatched at one in the morning to Mr. D. Rollie, President of the Gallup Chamber of Commerce. Upon awakening we found our train over two hours late; so we telegraphed Mr. Rollie that we would reach Gallup at eight o'clock and if he could be at the station we would gladly see him.

The message was sent while en route about five in the morning, and when we arrived Mr. Vauclain was surrounded on the platform by members of the Chamber of Commerce and railroad men, including:

D. Rollie, President, Gallup Chamber of Commerce.

H. E. Pechnue, Secretary, Gallup Chamber of Commerce.

C. N. Cotton, Director, Gallup Chamber of Commerce.

T. E. Purdy, Director, Gallup Chamber of Commerce and Santa Fe Agent.

W. E. Clark, Director, Gallup Chamber of Commerce.

Nowles Hengel.

Samuel Woods.

Edward Hart.

Wm. Daze, Engineer.

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In his informal talk, during the half hour before breakfast while the train remained at Gallup, Mr. Vaucelain gave his audience much that had been said at Albuquerque; and all too soon it was necessary to say goodbye to his new found but sincere admirers, and proceed westward to the State line. At Lupton we were well on the Arizona side. The principal stops were Winslow and Flagstaff, before we reached Williams, where the "Manhattan" was transferred to a Canyon train. We reached the Grand Canyon just before dark, and stopped for the night at Hotel El Tovar where we were made very comfortable, after a hot day of traveling.

A TYPICAL ARIZONA TOWN

JULY 12—WEDNESDAY. As our arrangements were modified to permit, we remained all day at the Canyon and returned to Williams early in the evening to remain there until picked up by train number twenty-one bound for the Pacific Coast.

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In theory we had planned retiring early, but a telegram from the office started us working and one o'clock arrived before we had dispatched the resulting telegrams, including one to Mr. Wells of the Santa Fe directing his attention to the advisability of ordering locomotives under this year's contract. This was due to Mr. Vaucain's desire to give the Santa Fe System every opportunity to avail themselves of an unexpired contract which we will not find to our advantage to renew. Another message was sent to Mr. Daniel Willard directing his attention to the quantity of work we are taking and the wisdom of placing orders for repairs and new locomotives in time to ensure delivery.

Incidentally we have been in constant communication with the Philadelphia office and as the files in the office carry the record, we are not duplicating the record in the Log.

JULY 13—THURSDAY. Daylight found us waiting for our train at Williams and by sun-up we were on our way. At Seligman we dropped back to Pacific time and so, because of the daylight saving at home, we are reckoning time four hours later than Philadelphia. A stop at Kingman and another at Needles were the important events till noontime. Master Mechanic George Searle and J. A. Christie, Superintendent, called upon Mr. Vaucain and remained with us until the train started. Mr. Searle informed us that this was a very comfortable day for Needles, as the thermometer was only 112; whereas a couple of weeks ago they had several days of 123, thereby indicating that all enjoyment in this world is relative.

Our Chief was specially solicitous that we should enjoy the trip, heat or no heat, as the following shows:—

"Garrett, are you enjoying yourself?" asked Mr. Vaucain for the sixth time, while we were warming up on the Santa Fe Trail.

"Indeed, sir, I am," replied Mr. Garrett, "and I thank you for bringing me; but why do you ask so often? Do I look unhappy?"

"No, but perhaps I'm like the Pennsylvania Dutchman who asked: 'Who was elected?'

"Grant," said the telegraph operator.

"Vat is de news from Lancaster County?"

"The County gave Grant over seven thousand!"

"Good!"

"In a few minutes the Dutchman was edging his way through the crowd. Reaching the desk, he said:—

"'Who was elected?'

"'Grant,' answered the operator.

"'Vat is de news from Lancaster County?'

"'It gave Grant over seven thousand,' came the answer.

"'Good,' said the Dutchman. But he was soon back.

"'Who was elected?' asked he.

"'Grant,' said the operator.

"'Vat is de news from Lancaster County?'

"At that the operator yelled, 'Get out of here! don't you remember what I told you twice before?'

"'Yah,' said the Dutchman, 'but I like to hear it.'"

So after that we were kept busy telling Mr. Vauclain "Grant's elected!"

Want of water is the ever present need which forces itself upon those traveling through both New Mexico and Arizona, and going westward lack of moisture becomes more and more apparent, until near the Needles the entire view is that of a barren waste, except for a few irrigated spots in the towns.

Just before reaching the Needles we crossed the Colorado River and entered California. The barrenness continues until the western slope of the Coast range is reached. At Ludlow we had a clear view of the entrance to Death Valley, through which passes the old trail from Salt Lake City, where many a weary traveler died from want of water or from drinking poisonous water to quench an uncontrollable thirst.

We were told that on account of the alkali dust, no one can do without water for over twenty-four hours and live, in the Valley.

Two and a half hours before reaching Los Angeles, we arrived at San Bernardino, and then gradually found relief from the excessive heat. Much of the way is down grade, but there is an occasional upturn which made the Baldwin locomotive puff.

JULY 14—FRIDAY. A few minutes after midnight we found Mr. and Mrs. C. Parry Vauclain; also Mr. Mark Noble of Williams, Dimond & Company awaiting the arrival of our train at the Santa Fe Station, Los Angeles. Mr. Wm. J. McCarroll also greeted us. We were quickly transferred to the Ambassador Hotel on beautiful Wilshire Boulevard, and retired for a little rest before our first and busiest day in Los Angeles.

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At noon Mr. Vauclain was a guest of honor at a joint meeting, in the Alexandria Hotel, of the Chamber of Commerce and the Rotary Club, which was attended by nearly five hundred members and their friends.

The introduction was made by Captain J. D. Fredericks, Attorney-at-Law and President of the Chamber of Commerce of Los Angeles. He made an appeal for maintaining the legal processes which safeguard civilization and make possible the opportunities which we enjoy in this country. After showing how Mr. Vauclain had employed his opportunities and had followed them to their conclusion, he introduced Mr. Vauclain as the man who slept only four hours of the daily twenty-four for fear of missing something that he might be doing for the good of humanity.

Mr. Vauclain arose to the occasion and it was an impressive one. His theme was Prosperity and Americanism. The prosperity which arises from cheerfulness, hard work and attention to details; and the Americanism which recognizes our commercial and humanitarian obligations to others in the family of nations. An appeal was made for the admission to this country of those seeking a home here who are worthy of our Christian consideration.

After enthusiastic applause the meeting adjourned.

The guests at the speakers' table were:

John D. Fredericks, Presiding.

Samuel M. Vauclain, Guest of Honor.

H. L. Harper, President, Rotary Club.

Members of Chamber of Commerce

W. T. Bishop.

William T. Lacy.

Lucius K. Chase.

Shannon Crandall.

D. F. McGarry.

R. W. Fridham.

John P. Burke.

J. M. Schneider.

Maynard McFie.

Clinton E. Miller.

Marius deBrabant.

Railroad Officials and business men

I. L. Hibbard, General Manager, Santa Fe System.

William Sproule, President, Southern Pacific Railway.

Harry Chandler, Editor, Los Angeles *Times*.

Mr. Llewellyn, Llewellyn Iron Works.

F. Q. Story, ex-President, Chamber of Commerce.

Watt L. Moreland, ex-President Chamber of Commerce.

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W. R. Kilgore, Manager Southern California Laundry Owners Association.
Wm. Wilson.

D. W. Pontius.

Alexander Weston.

C. Parry Vauclain.

T. H. Williams, Assistant General Manager, Southern Pacific Railway.

W. H. Whalen, Division Superintendent, Southern Pacific Railway.

F. S. McGinnis, General Passenger Agent, Southern Pacific Railway.

J. T. Saunders, General Freight Agent, Southern Pacific Railway.

T. F. O'Connell, Master Mechanic, San Diego & Arizona Railway.

Roscoe Johnson.

George L. Eastman.

A. T. Mercer.

Frank Frery.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive Works.

Wm. J. McCarroll, Assistant to Vice-President, The Baldwin Locomotive Works.

G. Greenough, Vice-President, The Baldwin Locomotive Works.

During the afternoon Mr. Vauclain visited the Southern Pacific System Shops with Mr. Patrick Sheedy, Superintendent of Motive Power.

We also bade Mr. Isaiah Hale goodbye to our regret, as he was most courteous and efficient in his efforts to make our way easy over the Santa Fe trail.

At seven-fifteen we heard Mr. Vauclain broadcast a message of business cheer from the radio station of the Los Angeles *Times* Building which years ago was dynamited by the McNamaras in their effort to uphold trade unionism through terrorizing the community, and we were interested to learn that Captain John D. Fredericks was the man who brought the criminals to justice.

Mr. Vauclain was then hurried to the Alexandria Hotel, to be introduced to a waiting audience by Mr. William T. Lacy, manufacturer of boilers and structural work. Mr. Lacy welcomed Mr. Vauclain as one of our greatest captains of industry, and rejoiced that he had the opportunity of so doing; especially as he was one of the committee to receive the "Prosperity Special" at its destination when it was christened in Los Angeles by a young lady armed with a bottle of native grape juice. The ceremony was nearly marred by a small boy who got away with the

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chosen bottle which some one left unguarded, but another bottle was found and the christening proceeded.

Mr. Vaucain graciously acknowledged his indebtedness as a captain of industry to the support of his subordinates, and explained his policy of retaining those enfeebled by long service or accident.

He also explained the methods he had made use of in getting work from European countries to keep the Baldwin plant with its thousands of employees busy. After a short explanation of the significance of the "Prosperity Special", the picture was shown on the screen to about two hundred and fifty people, including many ladies.

JULY 15—SATURDAY. After answering numerous letters and telegrams the morning was spent in making business calls. Among those visited were:

I. L. Hibbard, General Manager, Atchison, Topeka & Santa Fe Railway.

W. H. Brewer, Assistant to General Manager, Atchison, Topeka & Santa Fe Railway.

J. R. Hitchcock, Assistant General Manager, Atchison, Topeka & Santa Fe Railway.

H. S. Wall, Superintendent Motive Power (out of city, saw chief clerk).

T. H. Williams, Assistant General Manager, Southern Pacific Railway (out of city, saw assistant).

Oliver C. Young, Storekeeper, Southern Pacific Railway.

Patrick Sheedy, Superintendent Motive Power, Southern Pacific Railway.

W. H. Comstock, General Manager, Los Angeles & Salt Lake Railroad (out of city).

C. M. Hoffman, Superintendent Motive Power, Los Angeles & Salt Lake Railroad (out of city).

N. H. Foster, Purchasing Agent, Los Angeles & Salt Lake Railroad.

Mr. Greenough spent the afternoon with Mr. N. H. Foster, who purchased many locomotives from The Baldwin Locomotive Works before the Union Pacific Company assumed its present prerogatives. We visited the Los Angeles Country Club; Mr. Foster's son-in-law Mr. R. P. Sherman at Santa Monica, and his own home in Los Angeles.

The evening passed quickly in squaring correspondence.

JULY 16—SUNDAY. We all visited Mrs. Horace G. Burt in Pasadena, whose husband Mr. Vaucain held in high esteem and whose friendship he enjoyed for many years. We returned to the Ambassador in time for a late luncheon, after which we prepared to leave for San Francisco over the Southern Pacific Coast Line.

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At Santa Barbara Mr. Vauclain experienced a pleasant surprise when Mr. Sidney F. Tyler, of our Board, greeted us on arrival and discussed the incidents of our trip until the "Manhattan" again started northward. We also had the pleasure of meeting Mrs. Almy, whose son Geoffry, is cashier for Williams, Dimond & Company in San Francisco.

JULY 17—MONDAY. Monday morning found us in San Francisco, being greeted by Mr. and Mrs. Charles Schlacks. Mr. Mark Noble had collected porters enough to get us to the St. Francis Hotel in a jiffy. Mr. H. W. Poett of Williams, Dimond & Co., took us to lunch at the Burlingame Country Club, and included in his party Messrs. Noble and McMullen.

We spent the remainder of the afternoon at Williams, Dimond & Company's office, which is well located in the Alaska Commercial Building, and with the Southern Pacific officials including Mr. George McCormick, General Superintendent of Motive Power and his Mechanical Engineer, Mr. Russell.

The early evening went by quickly whilst talking of the ways and means of getting business in California, and we then separated for the evening.

JULY 18—TUESDAY. Mr. Vauclain had another full day. He was the guest of honor at the Chamber of Commerce Luncheon given in conjunction with the Commercial Club. Over five hundred were present and he was given a rousing reception after his introduction by Mr. W. M. Alexander, President of the Chamber of Commerce, who paid tribute to Mr. Vauclain's optimism and business acumen.

Mr. Vauclain could not but be impressed by the attention accorded him, and he delivered an address which held his audience from beginning to end.

Mr. Vauclain combined in this address his views concerning the prosperity which is here for those who will grasp it; the contrast between European conditions and ours; the type of representation necessary to get foreign business; the importance of getting and holding customers rather than counting the value of sales; the necessity of putting the right men in office and allowing them to do their work unhampered;

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while the privilege we Americans enjoy of changing government officials if they do not serve us properly was dwelt upon at length. His appeal for Americanism was most direct, and upon closing his address the audience rose to its feet and applauded to the echo. Those present included:

Wallace M. Alexander, Alexander & Baldwin, President Chamber of Commerce, and who presided at meeting.

S. M. Vauclain, President, The Baldwin Locomotive Works, Guest of Honor.

C. H. Alexander, Anglo and London Paris National Bank.

G. H. Atkins, Atkins, Kroll & Company, Importers and Exporters.

A. H. Baxter, President, Commercial Club.

A. B. Brooks, Director, Standard Oil Company.

J. F. Brooks, Superintendent Refineries, Standard Oil Company.

H. C. Cantelow, General Manager, Luckenbach Steamship Company.

S. Waldo Coleman, President, Security Bank and Trust Company.

W. D. K. Gibson, J. D. & A. B. Spreckels Company.

Thomas A. Graham, General Manager, Pacific Mail Steamship Company.

Frederick J. Koster, ex-President, Chamber of Commerce.

Joseph Magner, Retired.

C. H. McCormick, Cashier, First National Bank.

Clifton Kroll, Atkins, Kroll & Company.

John Perrin, Head of Federal Reserve, Twelfth District.

Samuel Bond, Cyrus Pierce Investment Company.

John D. Parr, Parr Terminals.

Paul G. Reddingham, District Forester.

R. T. Rolph, Alexander & Baldwin, Limited.

John T. Scott, Moore & Scott Shipbuilding Company.

Justus Wardell, Former Commissioner Internal Revenue.

R. C. Warner, Treasurer, Standard Oil Company.

Rolla V. Watt, General Manager, Royal Insurance Company.

Frederick Whitton, ex-President, Commercial Club.

A. G. Harmes, General Manager, Pope Talbot Lumber Company.

William Sproule, President, Southern Pacific Railway Company.

J. H. Dyer, General Manager, Southern Pacific Railway Company.

George McCormick, General Superintendent Motive Power, Southern Pacific Railway Company.

C. M. Levey, President, Western Pacific Railroad Company.

W. S. Palmer, President, Northwestern Pacific Railroad.

H. W. Ellicott, Treasurer, Northwestern Pacific Railroad.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive Works.

Grafton Greenough, Vice-President, The Baldwin Locomotive Works.

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Calls were made upon:

H. W. Ellicott, Treasurer, Northwestern Pacific Railroad.

W. S. Palmer, President, Northwestern Pacific Railroad.

The conditions covering the order for locomotives now building were discussed in detail.

C. M. Levey, President of the Western Pacific Railroad, whom we also called upon, was most cordial in his welcome.

In the evening, the "Prosperity Special" pictures were shown in the St. Francis Ball Room following an address by Mr. Vauclain. Mr. Seth Mann, Attorney for the Chamber of Commerce, delivered the introduction, and laid great stress upon Mr. Vauclain's activities during the war.

Mr. Vauclain explained his part in the war work, and paid a tribute to the support he received from Mr. Charles Schlacks in the manufacture of rifles. The "Prosperity Special" was described and its mission explained, whilst a hopeful and aggressive attitude concerning business was urged upon those present. The audience numbered about three hundred, and many remained after the close of the meeting to ask questions.

JULY 19—WEDNESDAY. Correspondence and interviews occupied most of the morning, after which we had lunch at the Pacific Union Club, where we met Mr. N. B. Black who acted as purchasing officer for J. P. Morgan and Company during war times.

We called upon:

William Sproule, President, Southern Pacific Railway.

A. H. Payson, General Manager, Atchison, Topeka & Santa Fe Railway.

F. W. Taylor, Purchasing Agent, Southern Pacific Railway.

F. G. Drum, President, Yosemite Valley Railway.

H. E. Crawford, General Manager, Pacific Lumber Company.

Fletcher G. Flaherty, Attorney, Sierra Railway.

E. H. Cox, President, Weed Lumber Company and Madera Sugar Pine Company.

Otis Johnson, Union Lumber Company and Mendocino Lumber Company.

Wm. G. Mugan, Dolbeer & Carson Lumber Co.

At 3:15 in the afternoon Mr. Vauclain, under the auspices of the San Francisco Chamber of Commerce, broad-casted a fifteen-minute radio message on "Optimism" at the San Francisco Radio Station.

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As the northbound train leaves Oakland Station an early start was made, after bidding Mr. and Mrs. Schlacks good bye, and the lights of San Francisco were soon out of sight.

JULY 20—THURSDAY. As the calendar day began our train on the Southern Pacific rolled into Sacramento City, where at the station stands the renovated locomotive "C. P. Huntington," which was the first locomotive purchased by what has now developed into the Southern Pacific System. When new it was regarded as powerful, yet it could not do more than move a modern steel passenger coach up a half per cent grade at very low speed.

MT. SHASTA FROM McCLEOD, CAL.

The waking hours found us winding our way northward through the wonderfully beautiful mountain passes of the Siskiyou Mountains. The crowning glory for the day was Mount Shasta, around whose dome our train circled for hours. About three hundred and three miles from Sacramento we crossed the California line and entered Oregon, where the mountains gradually became hills and where during the night the

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hills leveled into plains. Business on the "Manhattan" continued by correspondence and telegraph. Mr. Wm. McCarroll, who joined us at Sacramento, left us at Dunsmuir.

Mr. McCarroll reported that the ten "Prosperity Specials" assigned to Los Angeles had been placed in service without requiring any alterations or repairs.

ON THE SOUTHERN PACIFIC NEAR SHASTA SPRINGS

During the day we met two railroad officials who were handling the strike situation most effectively. Mr. Vauclain remarked that with a half dozen such men he could run a railroad. They were—

H. H. Frazer, Superintendent of Water & Fuel, Hornbrook, California, and Herbert McCarthy, Assistant Trainmaster, Ashland, Oregon.

JULY 21—FRIDAY. Upon landing in Portland we were greeted by Mr. George Baker, the Mayor of the City, and A. J. Beuter, Manager of our Portland office, with his assistant, A. W. Kelly, who hurried us to the Benson Hotel where we were soon established, after being photographed by the representatives of the press.

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Mr. Vauclain was soon joined by Messrs. J. P. O'Brien, General Manager, and A. S. Edmonds, Traffic Manager of the Oregon-Washington Railroad and Navigation Company, who in company with Mayor George Baker, spent the morning with him.

Mr. Vauclain was guest of honor at a meeting of the Chamber of Commerce at the Commercial Club of Portland, and after luncheon was served, Judge Charles H. Carey, toastmaster, in a graceful speech asked the Mayor to introduce Mr. Vauclain. The Mayor remembered all that Mr. Vauclain had told him concerning his methods of management and salesmanship, and very impressively those methods were emphasized in a forceful introduction. About two hundred were present.

Mr. Vauclain dwelt upon Prosperity and Americanism as the key to permanent prosperity substantially as those subjects were treated in San Francisco. He furthermore explained his policies covering the relations of The Baldwin Locomotive Works with its customers and with its employees.

His remarks were enthusiastically received, and a group of interested questioners encircled him for so long that he experienced difficulty in breaking away to keep his afternoon engagements with Messrs. O'Brien and Edmonds.

The guests included:

Charles H. Carey, Attorney, Carey & Kerr, Toastmaster.

Samuel M. Vauclain, Guest of Honor.

George Baker, Mayor of Portland.

A. J. Davidson, General Manager, Spokane, Portland and Seattle Railway.

John Dickson, Superintendent Motive Power, Spokane, Portland and Seattle Railway.

Paul McKay, Purchasing Agent, Spokane, Portland and Seattle Railway.

J. P. O'Brien, General Manager, Oregon-Washington Railroad & Navigation Company.

C. E. Peck, Superintendent Motive Power, Oregon-Washington Railroad & Navigation Company.

G. H. Robinson, Purchasing Agent, Oregon-Washington Railroad & Navigation Company.

A. S. Edmonds, Traffic Manager, Oregon-Washington Railroad & Navigation Company.

F. T. Griffith, President, Portland Railway, Light & Power Company.

Mr. Clark, guest of Mr. Griffith.

F. I. Fuller, Vice-President, Portland Railway, Light & Power Company.

E. L. King, Division Superintendent, Southern Pacific Company.

J. C. Ainsworth, United States National Bank.

Edward Cookingham, Ladd & Tilton Bank.

Edgar B. Piper, Editor, *Oregonian*.

S. R. Wheeler, *The Telegram*.

Mr. Irvine, *The Journal*.

W. H. Crawford, Secretary, Portland Chamber of Commerce.

C. D. Johnson, President, Pacific Spruce Corporation.

C. N. McArthur.

Mr. Benjamin Josslyn.

A. J. Beuter, Manager Portland Office, The Baldwin Locomotive Works.

A. W. Kelly, Assistant to Mr. Beuter.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive

Works.

G. Greenough, Vice-President, The Baldwin Locomotive Works.

We were indeed glad to see, and to be welcomed by Mr. W. H. Crawford, an ex-Baldwin employee, whose father served the Works faithfully for many years in the shops and in the foreign service.

Oregon is suffering severely from forest fires which are raging more generally than for many years past, hence as most of the lumbermen are in the woods trying to reduce losses to a minimum, we missed seeing many customers whom we had hoped to find in the city.

We called upon:

W. F. Turner, President, Spokane, Portland & Seattle Railway.

A. J. Davidson, General Manager, Spokane, Portland & Seattle Railway.

J. Dickson, Mechanical Superintendent, Spokane, Portland & Seattle Railway.

J. P. O'Brien, General Manager, Oregon-Washington Railroad & Navigation

Company.

C. E. Peck, Superintendent Motive Power, Oregon-Washington Railroad & Navigation Company.

A. S. Edmonds, Traffic Manager, Oregon-Washington Railroad & Navigation Company.

F. W. Robinson, Traffic Manager, Oregon-Washington Railroad & Navigation Company.

C. D. Johnson, C. D. Johnson Lumber Company.

Frank Sputzmeier, Treasurer, C. D. Johnson Lumber Company.

M. Woodward, Vice-President, Silver Falls Timber Company.

Fred Chapman, Chapman Lumber Company.

(The Chapmans are preparing to take over a new operation.)

A. Skerry, President, Columbia & Nehalem River Railroad.

Russell Hawkins, President, Whitney Lumber Company.

In the evening about three hundred people assembled in the Ball Room of the Benson Hotel to hear Mr. Vauclain and to see the

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"Prosperity Special" pictures. After a short introduction by Mr. Greenough, Mr. Vaucain made a snappy address bearing principally upon the prosperity of this country as compared to the lack of it abroad, and Americanism.

He did not wait for the applause to cease before starting for the home of Mr. E. P. Hawley, to broadcast a message of encouragement by wireless to the Convention of Oregon Editors, meeting at Cowallis, Oregon. We were advised that the broadcasting was entirely successful.

Mr. W. A. Garrett commented upon the interesting features of the pictures as they were shown, and Mr. Vaucain returned in time to chat with some of his friends as the audience was dismissed.

Taking the Union Pacific night train for Seattle brought a busy day to a close.

JULY 22—SATURDAY. We arrived in Seattle at six-thirty in the morning for a three hour stay, much of which time was consumed by switching necessary to start us to Deer Lodge over the Chicago, Milwaukee & St. Paul Railway. Mr. John Heffernan, and Mr. H. B. Earling, Vice-President of the Milwaukee System, called upon Mr. Vaucain, and plans for the return trip to Seattle were discussed until the train started.

Electric locomotives built by the General Electric Company were attached to the train at the outskirts of the city and the climb over the coast range started. We took turns in riding the locomotives until they had delivered the train nearly an hour late to the care of a steam locomotive at Othello, Washington.

The General Electric engines present a good appearance and seem to be well built, but they lack reserve power and when regenerating on the down grades were unable to hold the train without air brakes. As hill climbers their range of action was very limited because any time lost by the electric locomotives on this division seemed lost for good, so that the extra work of making up time passed to the steam locomotives. The steam engine did its duty and we reached Avery, Idaho, on time, where the Baldwin-Westinghouse locomotive 10301 waited to pull us over the Bitter Root Mountains and then climb the main range of the Rockies.

ENGINE 10301, WITH THE DIVIDED CAB.
MR. VAUCLAIN ON THE LOOK-OUT

In the meantime we were agreeably surprised to have Messrs. Glaenzer and Werst board our car at Plummer Junction, so before reaching Avery we had learned considerable of their work in cutting engine 10301 in two and fitting it with a divided cab. The strike on this road is drastic, and were it not for the untiring loyalty of the operating and mechanical officials trains would come to a standstill. The trainmen work hard to make up the time lost at terminals because of the shortage of inspectors and station men.

JULY 23—SUNDAY. We had all decided to make a night of it, and at Avery boarded 10301 which was waiting for us with Engineer Samuel Winn and Fireman E. Harnack in charge. A mile east of the station a failure of the electric equipment brought the train to a stop, and as an hour's search failed to reveal the cause of the trouble, a steam driven switcher was sent to tow us back to Avery.

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Engine 10301 was cut off, but Mr. Werst persuaded the railroad officials to have it recoupled and towed with the train to Deer Lodge; so we again started up the mountain behind a General Electric freight locomotive. This soon proved fortunate because by sticking at the job, notwithstanding the time was four in the morning, Frank McAvoy, Traveling Engineer of Deer Lodge, found the broken wire between two high tension terminals, which had caused all the trouble. The wire was soon spliced, 10301 thrown into service and the freight engine sent back from Falcon about half way up the hill.

At the summit East Portal we passed into Montana and started down to the valley of the Missoula River, from whose valley we climbed to Deer Lodge and made up nearly a half hour of lost time.

From Avery to St. Regis, a distance of fifty-seven miles, there are two hundred and twenty-two curves of which one hundred and five are ten degrees or sharper. The rise from Avery to the summit of Bitter Root Mountains is 1668 feet, and the distance 23.7 miles; then in 33.3 miles the drop is 1483 feet, whilst there is not over a total of two miles of tangent in the entire distance.

Engine 10301 met these conditions easily and controlled the train without the use of air on all down grades by regenerating.

We located at the Deer Lodge Hotel, and after lunch visited the shops of the Milwaukee System, where we found Mr. E. Sears, Division Master Mechanic, wearing a smile and a pair of overalls while trying to do the work of a dozen strikers himself. Mr. F. Urban, Assistant Electrical Engineer, was also on hand.

We made our visit short to avoid hindering busy men from arranging for Mr. Vauclein to personally ride the Baldwin-Westinghouse Electric Locomotives with single and with divided cabs, to ascertain their respective merits. It was then found that by riding all of Monday night we could get away Tuesday the twenty-fifth, a day ahead of schedule, and so be enabled to visit Spokane, whose Chamber of Commerce had telegraphed urgent appeals for Mr. Vauclein to visit their city. We therefore telegraphed accepting the invitation. Routine matters finished out the day, to the disgust of Mayor Frank Conly, who wanted Mr. Vauclein to spend more time at his ranch and not let work interfere with pleasure.

JULY 24—MONDAY. Correspondence, mostly by telegraph, and arrangements for Mr. Vauclain's meetings on Tuesday occupied the morning; and we were ready to ride 10301 at one o'clock, but a partially overturned General Electric freight motor near Piedmont blocked traffic and our train had to detour over the Northern Pacific to reach Deer Lodge, so we started westward over four hours late.

The performance of locomotive 10301 to Avery was perfect and its curving was so readily done that unless anyone riding the locomotive watched the track, it was impossible to tell either when it left the tangent or which way it was curving. Unlike its General Electric rival which is operating over a much easier division of the road, engine 10301 made up time.

The determination with which railroad officials stick at the task of rendering the strike ineffective, was nowhere better displayed than

MISSOULA, MONTANA. ON THE ELECTRIFIED SECTION OF
THE C., M. & ST. P. RY.

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at Avery, Idaho, where at midnight we found the Assistant Superintendent, Thomas Hamilton, inspecting cars and air-brakes and coupling up. He was backed up in this by his loyal wife, who held the lantern so that both his hands could be free while working.

JULY 25—TUESDAY. We received the eastbound train for our return trip about fifty minutes late before starting over the mountain, and notwithstanding the further loss of twenty minutes at Missoula while taking on an extra car filled with soldiers, we arrived only fifteen minutes late at Deer Lodge. Throughout the round trip to Avery and back, engine 10301 met every demand with ease and exhibited its capabilities in the smooth riding, curving, pulling capacity and regenerating.

A BALDWIN-WESTINGHOUSE ELECTRIC LOCOMOTIVE
No. 10307

On the westbound trip, we had Engineer James Rule and Fireman David Cushing; and eastbound Engineer Harry Arnold and Fireman E. Scheeter. Mr. W. A. Garrett, who followed every detail from an operating official's standpoint, was well pleased with the Train Dispatcher's work.

To compare this performance with that of engines with undivided cabs, and to make sure of a full day's work, Mr. Vauclain decided to go through with the train to Butte, so we rode engine 10307 which took the train from Deer Lodge east. Engineer Wilbur McKenna and Fireman John Hamilton landed us at Butte and proceeded to the end of the electrification at Harlowton.

We then returned on engine 10306, with engineer L. J. McCormick and Fireman John Burns.

Engines 10306 and 10307 took the curves easily and rode well. They and others of their type have been handling the passenger business of the road continuously over the four hundred and forty miles of mountain road between Avery and Harlowton ever since they were built. Many changes have been made so that they might better meet the demands of the unusually severe conditions under which they operate, but it must not be forgotten that they have handled the traffic and have done it well. It is only in comparison with engine 10301 that they suffer, because engine 10301 seems to leave nothing to be desired.

After a hurried lunch Messrs. Vauclain and Garrett made their promised visit to the Mayor's ranch, whilst Messrs. Werst, Glaenger and Greenough made ready for the evening activities.

To begin with:

The Commercial Club tendered a dinner at the Hotel to Mr. Vauclain. About sixty attended, including:

C. H. Willison, ex-Senator, Chairman of meeting.
Samuel M. Vauclain, Guest of Honor.
Frank Conly, Mayor of Deer Lodge.
Joseph Smith, President, Commercial Club of Deer Lodge.
R. Larabie, Larabie Brothers, Bankers.
R. W. Ross, Undertaker.
H. A. Marx, Lumberman.

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R. Carlson, Poolroom.

John Pate, Presbyterian Minister.

James Hansen, Rialto Theatre.

Peter Pauly, Sheep Ranch.

J. McCallum, Contractor.

Robert Midling, Fire Insurance.

L. E. Gordon, Electrician.

E. A. Moe, City Electric Plant.

Edward Searnikow, Attorney.

Guy Jeffers, Clothing.

A. G. Luedernon, Cashier.

Alf Whitworth.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive Works.

G. Greenough, Vice-President, The Baldwin Locomotive Works.

After a short introduction by ex-Senator Willison and a formal welcome by the Mayor, who offered him the keys of the City, Mr. Vauclain talked of Americanism and of the advantages of holding to the rights granted to every one under the Constitution of the United States rather than be hampered by subscribing to the rules and restrictions of labor organizations, and becoming subservient to the dictates of so called labor leaders who promote their own selfish ends under the guise of helping the laboring man.

He then urged that no one lose patience with the man who has stopped work through misguided leadership, and advocated the exercise of kindness and tact to induce him to again take his part in the work of the world. The importance of getting men to work has special significance to Deer Lodge, said Mr. Vauclain, because the Railway Company is considering the advisability of building new shops; and the attitude of the people of Deer Lodge might have much to do with where the shops will be located. He asserted that his few days in Deer Lodge made him feel a citizen's interest in its welfare, and that he advised all present to use their influence in getting the men back to work and in keeping the shops in Deer Lodge. (Vigorous applause). Mr. Vauclain said he felt sure that Americanism would appeal to his audience, because the American Flag hanging on the wall had inspired his remarks. The Flag represented the one Union to which we could all belong.

All present adjourned in a body to the Orpheum Theatre on Main Street where the "Prosperity Special" pictures were shown, after Mr. Vauclain had addressed the assemblage.

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Mr. Joseph Smith, Editor of the *Silver State*, introduced Mr. Vaucelain who repeated much that he had said at the dinner concerning Americanism, and in addition told of present prosperity and of how The Baldwin Locomotive Works treated its men. He made a hit with his receipt for getting rich, namely, work so hard and so long that you do not have time to spend the money you make.

PASSING A MONTANA FOREST FIRE

After numerous goodbyes, we adjourned to the "Manhattan," having been continuously at work forty-one hours, and called it a day. A little before midnight we were coupled to the west bound train pulled by Baldwin-Westinghouse electric locomotive 10303, and bade farewell to Messrs. Glaenzer and Werst.

JULY 26—WEDNESDAY. At Spokane, Mr. Vaucelain was greeted by representatives of the Chamber of Commerce, Advertising Club, Rotary Club and the press. After being photographed we were escorted to the Davenport Hotel by Messrs. Roy R. Gill, President of the Chamber

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of Commerce, and A. O. Loomis, President of the Spokane Advertising Club. Mr. Frank T. McCollough joined us and spent the morning showing us the business section of the city from his automobile, and in introducing us to a number of people upon whom we called, including:

F. J. Finucane, President, Holley Mason Hardware Company.

D. W. Twohy, Chairman of Board, Old National Bank.

W. D. Vincent, President, Old National Bank.

Frank T. McCollough, Director, Old National Bank, also President, Crystal Steam Laundry Company.

W. T. Komers, President, Union Trust Company, also Director, Old National Bank.

E. L. Huntington, President, Washington Water Power Company.

Miles W. Birkett, General Manager, Washington Water Power Company.

(Among its activities this Company furnishes power to the Electric Division at the western end of the Chicago, Milwaukee & St. Paul Railway.)

J. M. Fitzpatrick, President, Union Iron Works.

We returned to the hotel in time for the weekly meeting of the Spokane Advertising Club, where Mr. Vauclain was greeted by over two hundred guests, the largest attendance the Club had enjoyed this year. Nearly all we had called upon were present.

Those at the speakers' table included:

A. O. Loomis, Toastmaster, President, Spokane Advertising Club.

S. M. Vauclain, Guest of Honor.

Roy R. Gill, President, Chamber of Commerce.

J. A. Ford, Secretary, Chamber of Commerce.

John Kelley, Siverron Kelley Advertising Company (next President of Club).

Frank T. McCollough, President, Crystal Steam Laundry Co.

J. J. Ervin.

F. A. Shore, President, Ohio Match Company.

D. W. Twohy,

Miles W. Birkett,

W. A. Garrett,

G. Greenough.

Messrs. Garrett and Greenough were called upon for short addresses immediately after lunch and Herbert Hurlbert, of New York, sang several Italian songs unusually well. Mr. Loomis introduced Mr. Vauclain, who dwelt fully upon the comparison of conditions here and in Europe, and then turned his attention to Americanism and its inherent guarantee that a man should have the right to work and earn his living under the provision of the Constitution of the United States without obtaining permission from any other union or its officers. He claimed

that as Americanism had stood the test of the recent war, we should have no fear as to the outcome of the present industrial disturbances indulged in by an insignificant number when the population of the whole country is considered. He closed by stating that the leaders of the movement were not worth fearing and he brought down the house by suddenly asking, "Why fear them; My God, have you ever seen Gompers?"

An enthusiastic informal reception followed the lunch. During the afternoon Mr. McCollough took us over the "High Drive" and through the suburbs of Spokane to the Great Northern shops, where we visited with Messrs. F. J. Bauer, Master Mechanic, and C. H. Putnam, Master Car Builder.

At the Spokane International Shops we met C. H. Prescott, Master Mechanic.

We were guests at an informal dinner given by Mr. Roy R. Gill to Representative Burton L. French of the First District, Idaho, whose home town is Moscow, Idaho.

Among those present were:

Roy R. Gill,	B. L. French,	S. M. Vauclain,
J. A. Ford,	J. M. Fitzpatrick,	W. A. Garrett,
W. T. Day, Day & Hansen Security Co.		G. Greenough.
George W. Dodds, Managing Editor, <i>Spokesman-Review</i> .		
James L. Paine, Vice-President, Spokane Dry Goods Co.		
Arthur D. Jones, Real Estate.		
George A. Phillips, President, Palace Department Store.		
S. S. McClintock, Trunkey Co.		

Mr. French spoke of the rules of procedure in the Congress and showed that the newer rules recently adopted were no improvement over the older established rules which they supplanted. He furthermore expressed his belief that all work could be more economically done by business institutions than by the Government and cited several instances corroborating this view.

Mr. Vauclain told of conditions abroad and of his recent trips to Europe and the Near East. He furthermore told of the last transactions with Mexico, Roumania and the Argentine.

Both speakers were given a vote of thanks for their entertaining talks. We then left for the West.

Before leaving Spokane, however, Mr. Vauclain 'phoned to Mr. John Walsh, who worked in the Baldwin Flange Shop about twenty-five

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years ago and who now lives in Spokane. Mr. Walsh, although confined to the house by illness, unsuccessfully tried to get the doctor's permission to hear Mr. Vauclain when he saw the announcement of the visit to Spokane. As soon as Mr. Vauclain was informed of the facts, he deferred other business until he had talked to Mr. Walsh.

JULY 27—THURSDAY. About eleven o'clock, after crossing the Cascade Mountains, we were met at Renton by Mr. and Mrs. Heffernan and by Mr. A. J. Beuter, who rushed us in automobiles to Tacoma, over thirty miles away. At a quarter past twelve we arrived at the Commercial Club, where a meeting of the Rotary Club was well under way. Mr. Vauclain was expected and his appearance was signal for the usual Rotarian welcome and the greeting was both long and loud. About two hundred and fifty were present.

Following a cordial introduction by Dr. Randall Williams, President of the Club, Mr. Vauclain practically repeated his speech before the Advertising Club of Spokane, and his questions as to why anyone should be afraid of Gompers created pandemonium.

Among those present were:

Randall Williams, Dentist, President and Toastmaster.

Samuel M. Vauclain, Guest and Principal Speaker.

J. A. Eves, President, Todd Drydock and Construction Corporation.

E. A. Lalk, Division Freight and Passenger Agent, Chicago, Milwaukee & St. Paul Railway.

Frank C. Ross.

After the meeting we were shown the business section of the city, including the Todd Dry Dock plant; and then Mr. Eves drove us through the residential heights overlooking the Sound, until Mr. Heffernan started with us for Seattle, which we reached in time to visit his beautiful home on Lake Washington before registering at the New Washington Hotel, where the Heffernans were Mr. Vauclain's guests for dinner. Mr. Heffernan took us to see the "Wayfarer", a religious pageant at the Stadium of the Washington University. The performance was most impressive, largely due to the number of people assembled, there being over seven thousand performers and seventeen thousand spectators. We then called it a day.

JULY 28—FRIDAY. The morning passed quickly while we attended to correspondence and made a few calls. Mr. Heffernan called in time to escort Mr. Vauclain to the Bell Street Terminal, the upper floors of which had been tented over for the joint noonday meeting and luncheon of the Pacific Northwestern Merchants' Association and the International Apple Shippers' Association, both of which were holding conventions at the same time and incidentally crowding Seattle to the limit.

Over a thousand men and women were present. Judge Stephen Chadwick introduced Mr. Vauclain as a Captain of Industry who lived up to the name by working hard himself.

Mr. Vauclain confined his remarks to the Prosperity which is now here, and the Americanism which conserves all of its rights under the Constitution of the United States. In support of his assertion that Prosperity now exists in such measure as we go after it, he contrasted conditions here and abroad, and he closed his remarks by urging his hearers to support the Government and the Constitution of the United States and to have no fear of labor unions and labor union leaders, who deny that the individual has the inherent right to earn a living except in such manner as they may prescribe. Mr. Vauclain succeeded in managing a difficult task, for the place was poorly arranged for speaking and the mixed audience was not overly inclined toward serious things. Yet he held the attention of the crowd and won enthusiastic applause when he had finished.

Seated at the table with us were:

C. E. Burnside, Vice-President, Dexter Horton National Bank.
Willard G. Herron, Assistant Secretary, Chamber of Commerce.
Stephen Chadwick, Judge.
M. F. Backus, President, National Bank of Commerce.
John Heffernan, Manufacturer.
J. W. Spangler, President, Seattle National Bank.

During the afternoon Mr. Vauclain accepted the invitation of the Directors of the Chamber of Commerce to meet them. He was escorted to their meeting by Mr. O. O. Fisher, and addressed them concerning general business conditions.

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The following calls were made:

N. H. Latimer, President, Dexter Horton National Bank.
C. E. Burnside, Vice-President, Dexter Horton National Bank.
W. H. Parsons, Vice-President, Dexter Horton National Bank.
John Heffernan, Manufacturer.
Jay E. Smith, Pulverized Coal Equipment Corporation (called at hotel).
C. E. Dole, Purchasing Agent, Alaskan Engineering Commission.
O. O. Fisher, Treasurer, Snoqualmie Falls Lumber Company.
A. S. Kerry, Westward Development Company.
Mr. Laird, Potlatch Lumber Company.
W. B. Sprague, Copper River & Northwestern Railroad Company.
J. H. O'Neill, General Manager, Great Northern Railway.
A. V. Brown, Acting General Manager, Northern Pacific Railway.
James Budge, Sound Lumber Company.
Paul Smith, M. R. Smith Lumber and Shingle Company.

After dinner we bade goodbye to Mr. Beuter, who left for Portland.

THE DEVASTATION WROUGHT BY A WASHINGTON FOREST FIRE

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JULY 29—SATURDAY. We checked out early, and boarded the Canadian Pacific steamboat "Princess Victoria", bound for Vancouver. The start was slow owing to the density of the forest fire smoke, which enveloped thousands of square miles of land and water, making it impossible to see the mountains which are ordinarily visible from the northwestern coast cities. While the steamer stopped at Victoria, British Columbia, we made a hurried survey of the beautiful city and found it to be suffering from want of water.

Toward night we landed at Vancouver and after supper on the "Manhattan," which had arrived "deadhead" from Seattle, rode around the city until dark and then returned to the car to prepare for an early start eastward in the morning.

A BRITISH COLUMBIA BERRY PICKER

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JULY 30—SUNDAY. Almost before leaving Vancouver we entered the berry growing country, and probably because it was Sunday, scores of boys and girls were at the stations to see the morning train go by. Many of them lived in adjacent towns, and had come into the farming district to earn the money paid to berry pickers.

The speed of the train decreased as we began ascending the Pacific slope of the Canadian Rockies, and most of the day was spent climbing the courses of the Fraser and the Thompson Rivers, until toward evening Lake Kamloops was reached and we skirted its rocky border for many miles. By midnight we were at the crest of Gold Range and before morning,

A NINETY-FOUR YEAR OLD FARMER.
YALE, BRITISH COLUMBIA

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JULY 31—MONDAY. we had crossed the Selkirk Range with its ups and downs and ascended the crest of the Rocky Mountains at Stephen, where the Great Divide is the boundary between British Columbia and Alberta. We left the train at Lake Louise and allowed the "Manhattan" to proceed and await us at Banff. The climb of over six hundred feet from the station to the Lake was made by a gasoline motor car which needed no whistle to announce its arrival, its rattle being sufficient.

A GLIMPSE OF LAKE LOUISE

The Lake has well been described as a jewel set in snow clad mountains, and the hotel is located at the spot where this is best realized. After lunch we motored over a newly made but excellent road to Banff, where the hotel overlooks the Bow River as it glides away from it through the valley. The country is more open than at Lake Louise, thus making out door sports possible, while the Hot Sulphur Spring attracts the ailing and furnishes water for the outdoor swimming pool. After dinner we returned to the "Manhattan", which was soon attached to the early evening train scheduled to reach Winnipeg the second morning after.

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AUGUST 1 — TUESDAY. The steep grades of the eastern slope of the Rockies end at Calgary and the country becomes rolling approaching Medicine Hat, the first ambitious town reached in the morning.

FALLS IN BOW RIVER, BANFF

West of this point the country for weeks has suffered for rain, notwithstanding there has been ample moisture in the East. Although just twenty-four hours behind the hottest day of the season, the sample we experienced was satisfying. A stop at Cummings found us in Saskatchewan, and in contrast to our western traveling, the day was entirely consumed in running through a farming country which reminded us of the country west of McCook, Nebraska; it was just as sparsely settled and as little improved.

Swift Current and Moose Jaw were the only towns of importance except Regina, the Capital of the Province.

During the night at Kirkella we

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AUGUST 2—WEDNESDAY entered Manitoba, and approaching Winnipeg the country presented a better appearance and the houses and barns became more pretentious. Passing Portage de la Prairie, the smouldering remains of two grain elevators were close to the track. These structures had been destroyed by a recent tornado and the fire it started. The Canadian Pacific Shops in the outskirts warned us that we were near Winnipeg, where the "Manhattan" was uncoupled from the Canadian Pacific train to be made part of the afternoon Soo Line train for St. Paul. We were unfortunate in finding that work in the East was responsible for the

WILD DEER NEAR BANFF

absence of Messrs. Grant Hall and D. C. Coleman, Vice-Presidents, and Mr. C. H. Temple, Chief of Motive Power. Mr. J. Lee, Chief Draughtsman, called for us at the Company's elegant and spacious hotel, the Royal Alexandria, and escorted us to the shops through which we were conducted by the Shop Superintendent, Mr. H. B. Bowen.

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Considerable work is done here notwithstanding the shops are old and lacking in modern facilities. This visit and Mr. Vaucelain's interviews with newspaper men occupied the morning.

A REPRESENTATIVE BRITISH COLUMBIA RAILWAY STATION

In the short time allowed us in the afternoon, we saw something of the city which has beautiful parks and fine residences in addition to a substantial business section. We were fortunate in meeting Mr. W. W. Fraser, Manitoba Commissioner of Live Stock, who insisted upon showing us the architectural beauties of the Provincial Buildings recently completed, of which Manitoba is justly proud.

We had very pleasant interviews with Messrs. A. E. Warren, General Manager, and A. H. Eager, Superintendent of Motive Power of the Canadian National Railways, which when legal tangles are unraveled promise to become an integral part of the Grand Trunk Pacific System.

All of the Canadian Roads use much light power of which the greater part is very old. The Ten-wheeler is still the popular freight engine, although some Mikados and a few heavier engines are used. The road beds as a rule are good, but the rails generally lighter than we com-

monly use. When the advantages of heavier power and maximum train loads as means for reducing train movements are realized in Canada, the demand for large locomotives should be enormous.

The Canadian Pacific is preserving and exhibiting its first locomotive, the "Countess of Dufferin," in a park adjoining the Winnipeg Station. This is a Baldwin locomotive, built in 1872, and bears Builder's Serial Number 2660. The engine is now surrounded by flowers as a fitting tribute to its past services.

After attempting to photograph the "Countess of Dufferin," which was under the protection of an over zealous guard, we bade adieu to Winnipeg and at Henderson crossed the border into the United States, where we continued our journey through Minnesota.

AUGUST 3—THURSDAY. Following a short stop in Minneapolis, we reached St. Paul and made the St. Paul Hotel our headquarters for the day. During our free time, both morning and afternoon, we called upon:

Ralph Budd, President, Great Northern Railway.
C. O. Jenks, Vice-President, Great Northern Railway.
Wm. Kelly, General Superintendent Motive Power, Great Northern Railway.
Henry Yoerg, Superintendent Motive Power, Great Northern Railway.
F. A. Bushnell, Purchasing Agent, Great Northern Railway.
F. I. Plechner, Assistant Purchasing Agent, Great Northern Railway.
A. H. Lillengren, Assistant Purchasing Agent, Great Northern Railway.
J. M. Hannaford, Vice-Chairman, Northern Pacific Railway.
W. H. Wilson, Assistant to Vice-President, Northern Pacific Railway.
H. M. Curry, General Mechanical Superintendent, Northern Pacific Railway.
C. E. Allen, General Master Mechanic, Northern Pacific Railway.
E. L. Grimm, Mechanical Engineer, Northern Pacific Railway.
F. G. Prest, Director of Purchases, Northern Pacific Railway.
R. J. Elliott, Purchasing Agent, Northern Pacific Railway.
Mr. Folliott, Guthrie & Company.

Mr. Vauclain was tendered a luncheon at the Minnesota Club by Mr. Ralph Budd, who invited the following guests:

Ralph Budd, President, Great Northern Railway, Host and Toastmaster.
Samuel M. Vauclain, Guest of Honor and Principal Speaker.
J. A. O. Preus, Governor.
Arthur E. Nelson, Mayor of St. Paul.
W. B. Dean, Wholesale Grocer, Nichols, Dean & Gregg.

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F. M. Weyerhaeuser, Lumberman.

A. C. Loring, President, Pillsbury Flour Mills, and Director Great Northern Railway.

J. T. Clark, President, Chicago, St. Paul, Minneapolis & Omaha Railway Company.

F. M. Crosby, Washburn Crosby Company.

C. P. Brown, President, First National Bank of St. Paul.

E. W. Decker, President, Northwestern National Bank of Minneapolis.

Paul Doty, President, St. Paul Association.

E. G. Quamme, President, Federal Land Bank.

Benjamin Sommers, President, G. Sommers & Company.

H. R. Galt, Managing Editor, St. Paul *Dispatch & Pioneer Press*.

J. L. Mitchell, President, Capital National Bank, St. Paul.

W. P. Kenney, Vice-President, Great Northern Railway.

Pierce Butler, Attorney.

F. R. Bigelow, Insurance.

F. J. Otis, President, Northern Malleable Iron Company.

M. M. Cochran, President, Cochran-Sargent.

Walter Mayo, Schuneman & Evans.

C. O. Jenks, Operating Vice-President, Great Northern Railway.

F. B. Townsend, Vice-President, Minneapolis & St. Louis Railway.

Howard Kahn, Managing Editor, St. Paul *Daily News*.

F. T. Heffelfinger, President, Minneapolis Civic & Commerce Association.

G. H. Prince, Chairman Board of Directors, Merchants National Bank of St. Paul.

G. R. Huntington, President, Minneapolis, St. Paul & Sault Ste. Marie Ry.

J. M. Hannaford, Vice-Chairman, Northern Pacific Railway.

C. K. Blandin, President, *Pioneer Press Dispatch* Publishing Company.

J. R. Mitchell, Federal Land Bank Commissioner of Washington, D. C.

Henry Blanchard, Manager St. Paul Office, The Baldwin Locomotive Works.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive Works.

Grafton Greenough, Vice-President, The Baldwin Locomotive Works.

After refreshments had been disposed of, Mr. Budd welcomed his guests, and advised them of his experience in New York at the Conference of Railroad Presidents, who were assembled to consider the terms submitted by the Government as a satisfactory solution of the railway shopmen's strike. It was with considerable disappointment that those assembled heard that the Government at Washington favored a repudiation by railroad officials of the promises they had made to the men who had and were keeping the roads in operation notwithstanding the strike. Mr. Budd informed us that Mr. Hoover, the spokesman for the Government, urged the railroads to restore the strikers to service without loss

of seniority, not because such action was right, but because the Government feared an outbreak akin to civil war if the demands of the labor unions were denied. Fortunately for the honor of our railroad systems the assembled Presidents declined the Government proposition.

At Mr. Budd's request, Governor Preus commented upon the situation. He favored the Government keeping hands off of the shopmen's strike, but urged that the Government protect the interests of the people at large against the coal famine now impending because of the miners' strike, even to the extent of temporarily commandeering the Chesapeake & Ohio and other coal carrying roads which are not measuring up to the general average in their handling of the situation.

Mr. Vaucain was called upon. He claimed recognition as a locomotive builder and not as a public speaker or politician. He touched upon our trip to the Pacific Coast and praised the activity and progress which were there displayed. He explained the Baldwin policy regarding business abroad and at home, and he dwelt at length upon the necessity of maintaining an open shop. He suggested that the most feasible way of so doing was for those in charge to get to work before the men did, and then open the shop and keep it open for all who wanted to work regardless of the dictates of any union or other organization. He praised the thrift and energy of the minor railroad officials whom he found in the West, turning their hands to any work, no matter how menial, in order to keep the roads going; and he deplored the fact that Washington should interfere with the progress that such men are making. He furthermore declared that the railroads had practically won the fight, and in support of the assertion declared that the Santa Fe and several other systems were hauling greater tonnage than ever before. He commended the Railroad Presidents for their stand and looked forward to the day when no one would be afraid of union leaders such as Gompers.

Short addresses followed by Messrs. J. R. Mitchell and E. W. Decker, in support of Mr. Vaucain's remarks and in urging adherence to principle even in the face of freezing. The occasion was brought to a close by Mr. Budd expressing the hope that Mr. Vaucain would carry the message to Washington as to what he had seen in the great West and Northwest.

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Hurried calls on old friends ended the afternoon all too quickly, and at six-thirty we started for Chicago with the Pioneer Limited of the Chicago, Milwaukee & St. Paul Railway.

AUGUST 4—FRIDAY. Mr. and Mrs. Charles Riddell met us at the Union Station in Chicago and after locating at the Blackstone, we cared for our most urgent correspondence at the Chicago office. We made some calls and during our Chicago stay we visited the following:

E. J. Engel, Vice-President, Santa Fe System.

A. G. Wells, Vice-President, Santa Fe System.

Michel J. Collins, General Purchasing Agent, Santa Fe System.

H. E. Byram, President, Chicago, Milwaukee & St. Paul Railway.

L. K. Sillico, General Superintendent Motive Power, Chicago, Milwaukee & St. Paul Railway.

Hale Holden, President, Chicago, Burlington & Quincy Railroad.

Claude G. Burnham, Executive Vice-President, Chicago, Burlington & Quincy Railroad.

E. P. Bracken, Vice-President, Chicago, Burlington & Quincy Railroad.

W. W. Baldwin, Vice-President, Chicago, Burlington & Quincy Railroad.

F. A. Torrey, General Superintendent Motive Power, Chicago, Burlington & Quincy Railroad.

C. B. Young, General Mechanical Engineer, Chicago, Burlington & Quincy Railroad.

J. W. Cyr, Superintendent Motive Power, Chicago, Burlington & Quincy Railroad.

L. N. Hopkins, Purchasing Agent, Chicago, Burlington & Quincy Railroad.

J. R. Haynes, Assistant Purchasing Agent, Chicago, Burlington & Quincy Railroad.

Percy Hunter, Assistant Purchasing Agent, Chicago, Burlington & Quincy Railroad.

Samuel M. Felton, President, Chicago Great Western Railroad.

Wm. G. Lerch, Secretary, Chicago Great Western Railroad.

C. H. Markham, President, Illinois Central Railroad.

A. C. Mann, Vice-President, Illinois Central Railroad.

L. W. Baldwin, Vice-President, Illinois Central Railroad.

W. O. Moody, Mechanical Engineer, Illinois Central Railroad.

J. E. Gorman, President, Chicago, Rock Island & Pacific Railway.

H. G. Clark, Assistant to President, Chicago, Rock Island & Pacific Railway.

W. J. Tollerton, General Mechanical Superintendent, Chicago, Rock Island & Pacific Railway.

H. G. Hetzler, President, Chicago & Western Indiana Railroad.

At noon Mr. Charles Riddell tendered a luncheon at the Chicago Athletic Club in honor of Mr. Vauclain, to the motive power and purchasing officials of the railroads of Chicago. Acceptances for this function were very general, but at the last moment complications brought about by the shopmen's strike and the coal situation made it impossible for many of the officials to leave their posts during the middle of the day. Mr. Vauclain made the remark that were he similarly situated he would not leave his desk in the middle of the day to attend his own funeral.

We therefore felt gratified to find the following friends present:

Charles Riddell, Tcastmaster.

Samuel M. Vauclain, Guest of Honor.

Albert C. Mann, Vice-President, Illinois Central Railroad.

C. W. Yeamans, Purchasing Agent, Chicago & Western Indiana Railroad.

E. F. Jones, Master Mechanic, Belt Railway of Chicago.

F. D. Reed, Vice-President, Chicago, Rock Island & Pacific Railway.

W. J. Tollerton, General Mechanical Superintendent, Chicago, Rock Island & Pacific Railway.

J. R. Haynes, Assistant Purchasing Agent, Chicago, Burlington & Quincy Railroad.

C. B. Young, General Mechanical Engineer, Chicago, Burlington & Quincy Railroad.

E. C. Anderson, Mechanical Engineer, Chicago, Burlington & Quincy Railroad.

F. J. Berck, Purchasing Agent, Chicago & Northwestern Railway.

L. K. Sillcox, General Superintendent Motive Power, Chicago, Milwaukee & St. Paul Railway.

J. E. Craft, Atchison, Topeka & Santa Fe Railway.

E. G. Walker, Atchison, Topeka & Santa Fe Railway.

A. E. Owen, Assistant Purchasing Agent, Pennsylvania Railroad.

F. S. Taylor, Director of Purchases, Pullman Company.

W. M. Ryan, President, Ryan Car Company.

A. L. Hopkins, Hopkins-Benedict Company.

Carl H. Peterson.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive Works.

G. Greenough, Vice-President, The Baldwin Locomotive Works.

Charles Gaskill, Chicago Office, The Baldwin Locomotive Works.

N. E. Baxter, Chicago Office, The Baldwin Locomotive Works.

Walker Evans, Chicago Office, The Baldwin Locomotive Works.

Mr. Riddell evidently likes variety, as he called upon Messrs. Mann, Tollerton, Sillcox, Young, Owen, Garrett and Greenough for remarks. Mr. Vauclain as the principal speaker, touched upon the lighter phases of business and in a conversational style, related a number of anecdotes

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incidental to his endeavors to obtain orders for these Works from foreign fields. He furthermore commended the railway officials present in conjunction with their brethren throughout the country for the splendid loyalty which they are now displaying toward their respective organizations.

In the early evening Mr. Riddell presided at an informal dinner to Mr. Vauclain in the Chicago Club, at which function railway executives, bankers, merchants and manufacturers were the guests. The list of those present is:

Charles Riddell, Host.

Samuel M. Vauclain, Guest of Honor.

Charles S. Cutting, Toast Master, Cutting, Moore & Sidley.

E. J. Engel, Vice-President, Atchison, Topeka & Santa Fe Railway.

F. C. Batchelder, Vice-President, Baltimore & Ohio Railroad.

Hale Holden, President, Chicago, Burlington & Quincy Railroad.

Claude G. Burnham, Vice-President, Chicago, Burlington & Quincy Railroad.

H. R. Safford, Vice-President, Chicago, Burlington & Quincy Railroad.

E. P. Bracken, Vice-President, Chicago, Burlington & Quincy Railroad.

S. M. Felton, President, Chicago Great Western Railroad.

H. R. Kurrie, President, Chicago, Indianapolis & Louisville Railroad.

Fred Zimmerman, Vice-President, Chicago, Indianapolis & Louisville Railroad.

W. J. Jackson, President, Chicago & Eastern Illinois Railway.

H. E. Byram, President, Chicago, Milwaukee & St. Paul Railway.

B. B. Greer, Vice-President, Chicago, Milwaukee & St. Paul Railway.

J. E. Gorman, President, Chicago, Rock Island & Pacific Railway.

T. H. Beacom, Vice-President and General Manager, Chicago, Rock Island & Pacific Railway.

L. C. Fritch, Vice-President, Chicago, Rock Island & Pacific Railway.

H. G. Hetzler, President, Chicago & Western Indiana Railroad.

C. H. Markham, President, Illinois Central Railroad.

L. W. Baldwin, Vice-President, Illinois Central Railroad.

Charles M. Kittle, Vice-President, Illinois Central Railroad.

J. G. Rodgers, Vice-President, Pennsylvania Lines.

Frank O. Wetmore, President, First National Bank.

Walter J. Riley, President, First Calumet Trust and Savings Bank, East Chicago, Indiana.

W. P. Sidley, Cutting, Moore & Sidley.

Fred A. Poor, P. & M. Company, Chicago.

Samuel O. Dunn, Vice-President, *Railway Age*.

John G. Shedd, President, Marshall Field & Company.

Joseph T. Ryerson, J. T. Ryerson & Sons.

M. A. Taylor, President, First Trust and Savings Bank.

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F. J. Nelson, Vice-President, Merchants Loan and Trust Company.

J. C. Davis, Vice-President, American Steel Foundries.

George E. Scott, Vice-President, American Steel Foundries.

H. E. Otte, Vice-President, National City Bank.

R. B. Upham, Vice-President, People's Trust and Savings Bank.

H. F. Perkins, Vice-President, International Harvester Company.

Arthur Reynolds, President, Continental-Commercial National Bank.

W. A. Garrett, General Manager Transportation, The Baldwin Locomotive Works.

G. Greenough, Vice-President, The Baldwin Locomotive Works.

Mr. Riddell paid a brief tribute to Judge Cutting and placed the formalities in his hands. The Judge after commenting upon the intangible nature of a lawyer's work, expressed his admiration for the man who could convert his dreams into tangible form and substance, and he graphically pictured the satisfaction he would experience if only able to design and build and then realize the existence of a locomotive of his own creating. He then gracefully introduced Mr. Vauclain as the man having the ability to bring about such realizations.

After acknowledging the cordial reception of all present, Mr. Vauclain praised the progress of The Baldwin Locomotive Works as an old Philadelphia institution and explained the development of his sales policies, both Domestic and Foreign. He dwelt particularly upon the treatment of employees, the feasibility of leading working forces, and the impossibility of driving the American workman; and he attributed most of the achievement of these Works to the retention of our old employees and the care of those injured in our service, whereby they may be encouraged to develop their remaining faculties so as to earn a higher rate of pay than they received prior to their mishaps. He urged that the workmen of this country be encouraged to regard the Constitution of these United States as the rules of the only Union to which they could subscribe, and that they be educated to realize that their rights under the Constitution are hampered and not enhanced by labor unions and their leaders. He told his listeners of what he had seen in the West, and of the courage and determination with which the minor railroad officials were supporting their superior officers; and he urged that no one believe Mr. Hoover's intimation that the American workingman was at heart anything but honest and loyal, even though he may at times be misled by irresponsible and unprincipled leaders. After expressing

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surprise that the men whom we have elected to high office in Washington should seriously consider fearing a man like Gompers, he commended the Railroad Presidents for their fearless stand in New York early in the week.

Mr. Vauclain's remarks were received with great enthusiasm, and Mr. Hale Holden expressed the regret that he did not have the authority to authorize Mr. Vauclain, on behalf of the railroads of the United States, to go to Washington and advise the representatives of the nation, what he had observed during his almost completed trip and what he had discussed during his address.

Mr. Samuel M. Felton, after being introduced as the man who did things in Washington for the Military Railways during the War, stated that he could not lose this opportunity to make public his indebtedness to Mr. Vauclain for supplying locomotives in adequate quantities, in unprecedented time for the Army in France.

Short addresses were made by Messrs. Samuel O. Dunn and Frank O. Wetmore. The speechmaking was cut short for Mr. Vauclain and other members of the party to retire to the Gold Room of the Congress Hotel, where the "Prosperity Special" pictures were shown. After a short introduction by Judge Cutting, Mr. Vauclain explained the meaning of the "Prosperity Special", the reason for its existence and the import of its message to this country. He also dwelt upon the significance of the fact that on July first, as the striking shopmen walked away from their duties in Los Angeles, the "Prosperity Special" with its twenty new locomotives rolled into the Southern Pacific Yards. He then dwelt upon Baldwin methods and policies relating to both customers and employees, and made a final appeal for the Americanism which demands the safeguarding of the constitutional rights of all citizens of these United States. Notwithstanding neither street cars nor elevated trains were running, nearly two hundred men and women attended and made up in their enthusiasm for the lack of greater numbers.

We then retired to our hotel, bringing to a close one of Mr. Vauclain's busiest days.

AUGUST 5—SATURDAY. Routine activities and a few calls filled our time until the "Manhattan" started on the last lap of its journey, attached to the Pennsylvania Railroad

Manhattan Limited. We were favored with the company of Mr. Percy Hunter, Assistant Purchasing Agent of the Burlington System, en route to Washington, where he had been summoned to assist Mr. H. B. Spencer in the proposed Government control of coal distribution.

Preparation for our routine duties in Philadelphia, and the recording of our past experiences, filled the remainder of the day to overflowing; and Pittsburgh was left far behind before any of us thought of retiring for our last night on the road.

AUGUST 6—SUNDAY. Exactly on time we stopped at North Philadelphia Station where a switching locomotive was attached and the "Manhattan" parked at Fifteenth St. and Glenwood Ave. Mr. Vauclain then made record time to the Philadelphia Office, started work and thus officially completed his western trip.

TO SUMMARIZE. The trip occupied thirty-one days, twenty and one half hours and covered nine thousand seven hundred and fifty-two miles including over five hundred and fifty miles on locomotives, while passing through seventeen of these United States and four Canadian Provinces.

Sixteen cities were visited and Mr. Vauclain made twenty-five speeches, whilst pictures of the "Prosperity Special" were shown eight times.

Mr. Vauclain was received everywhere with unprecedented cordiality, and his views were enthusiastically endorsed. His investigation of business conditions was most satisfactory because throughout the trip there were unmistakable signs of increased activity and prosperity and the people were energetic and contented. The only discouraging features were the forest fires in Washington and the lack of rain in Alberta. In all other localities agriculture promised enormous yields, and in many places record crops are expected.

The developing prosperity and the increasing activities everywhere gave evidence of the increasing greatness of this country and of its ability to overcome any retarding influences which may arise.

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SEVERAL OF THE ADDRESSES
OF MR. VAUCLAIN
APPEAR ON THE
FOLLOWING PAGES

ADDRESSES AT THE LUNCHEON TENDERED TO MR.
VAUCLAIN BY THE CHAMBER OF COMMERCE
AND THE ROTARY CLUB, AT THE
ALEXANDRIA HOTEL, LOS
ANGELES, JULY 14, 1922

IN presenting Mr. Vaucain, Captain J. D. Fredericks, President of the Los Angeles Chamber of Commerce, said:—

LADIES AND GENTLEMEN: Fifty years ago the railroads of the country were the pampered darlings of the Republic. They were subsidized, assisted by the gift of land and good will in order that they might be able to run their tracks into what was theretofore trackless territory. They performed their function and if there is one characteristic to this nation more than another in an industrial way, I think it might be called a railroad nation, for our vast expanse of territory would make it impossible to function were it not for the railroads. But as pampered darlings usually do when they grow up, the railroads of this country during their young manhood, while they performed their functions in an industrial way, in a political way were far from satisfactory; and the problem of a dual management of that great industry was the great problem of a score of years ago.

Many countries and many minds in this country conceived the idea that in order to prevent the interference and the maladministration of many of our political functions, it would be necessary that the Government should own the railroads, but thank fortune another counsel prevailed for another characteristic in America came to the front. In the desire to give reign to personal industry, ingenuity, inventiveness and ability, we conceived a plan by which the Government might control the activities of the railroads, in the interests of the people, and at the same time permit the great men who were managing and directing railroad affairs, to continue to use their brains and brawn in that capacity.

We have so inaugurated the system of today. A system of supervision by the Government and of operation by private initiative, which in my judgment, when properly crystallized—and it is not yet properly crystallized—but when properly crystallized, will be a most ideal situation. (Applause).

In crystallizing this situation, however, there are many things that all of us have had to learn. First of all, we have had to learn that the transportation companies of the country are a part of the Government. Why, in this State, they collect the taxes without which the state could not run,—5 per cent if I remember correctly, of the gross income of the railroads is paid into the coffers of the State of California as taxes in order that the State's machinery may run. That makes a little different viewpoint necessary on the part of the public towards the railroads; on the part of the

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management of the railroads towards the public, and towards their employees, and on the part of their employees towards the management of the railroad and the public.

There are probably being tried in the Court House on the hill two score of cases today in which men and women are earnestly and eagerly advocating opposite ideas and aims. Not only eagerly, but often angrily. Those cases are going to be decided today or tomorrow. I don't know and you don't know whether those decisions will be just or not, but they will be the decisions of a tribunal organized for the purpose of perpetrating civilization and must be sustained on that basis. (Applause).

I don't know whether the controversy that is now going on between the managers of the railroads and their employees should be decided one way or another. I don't know which contention is right and you don't know which contention is right, for we are all busy with our own affairs; but those institutions are part of the Government of our country and there are only two ways of settling disputes. One is by the judgment of a chosen tribunal and the other is by force of arms, in which the powerful predominates. There is no other way than those two, and we must adopt one or the other of those two ways. We have adopted one way and we must assume that the tribunals that are passing on these matters have the same chance of observation, and the same right to virtue and honesty and regularity as any of us, and abide by their decisions until they are changed. There can be no other orderly system of Government, and civilization cannot prevail without an orderly and regular system of Government.

I say to you, ladies and gentlemen, that this country of ours and the opportunities which it affords to its citizens represent the highest high water mark that civilization has yet attained, and I am going to illustrate it to you right here and now.

A half century ago, fifty years to be exact, a boy went into the railroad shops of the Pennsylvania Railroad and asked for a job—sixteen years of age, without experience or knowledge of the craft. He was employed as a helper. The history of that boy is parallel with the history of the manager of every other great manufacturing institution in this country. They started in overalls and the opportunity was given them to climb the ladder of fame and usefulness. That boy climbed through all the rounds of the ladder in that institution and then went to the great Baldwin Locomotive Works, where again his optimism—for that I understand is the chief characteristic, if a man endowed with so many great achievements could be said to have a principal one,—where his optimism, his energy and fidelity to business pushed him up, up, up, until he became the President of that great institution, which has meant so much to the railroads of our United States.

And then the great war broke, when mediocrity was shoved to the background, when only the spangling gem of genius was sufficient to accomplish the task that the country had set for itself. This man was singled out from his position,—sent overseas to Russia to build locomotives, to manufacture hundreds of thousands of rifles and ammunition. To come back to this country and establish munition plants and to be one of those highly paid One Dollar a Year Men, that put this country head and shoulders above all the countries in that great struggle.

Optimism is his keynote. Optimism is the keynote of Los Angeles. We have been the one great white spot when all the rest of the country in the last two

years was delving in the despair of financial depression. We have optimism and we have a belief in ourselves, and it is a great pleasure to us to have the opportunity of listening to a man who I am informed, sleeps only four hours out of every twenty-four for fear he will miss something that he might be doing for the good of humanity.

I now take pleasure in introducing to you Mr. Samuel M. Vauclain, President of The Baldwin Locomotive Works, who will address you.

ADDRESS BY MR. VAUCLAIN

MR. CHAIRMAN, LADIES AND GENTLEMEN:

It is indeed a great pleasure to be permitted to address an audience in the City of Los Angeles. Los Angeles has the reputation of not only being progressive, but aggressive. Los Angeles reminds those of us in the East who abide in the quiet cities bordering the Atlantic Coast, that there is at least one live spot, one real city, vested with Americanism, in the United States.

Of course, I live in Philadelphia and Philadelphia you know is a city supposedly slow, and I will admit it. In fact, it has been stated upon many occasions, that nothing runs through Philadelphia, not even the rivers. It is proverbially slow, but Philadelphia has one great advantage in its slowness. The people are very slow to do things, but after they get started, and under headway, all the powers on earth could not stop them. They keep on doing them. Therefore, any greatness which overtakes Philadelphia remains with it, and is the reason why if any of you gentlemen should stop there, you will find a reasonable city, not only in which to abide, but in which to work. Philadelphia is known all over the Eastern country as the working man's home and we rejoice that it is so appreciated.

Now, that which concerns us today, not so much in Los Angeles as in the East, is Prosperity. On every hand the question is raised, when are we going to return to Prosperity? When I am asked this question, it irritates me because Prosperity will never return to the United States. Prosperity is already with us and in such volume that only by our own effort can we appreciate what we have in our hands at the present time. Prosperity will come to nobody individually or to no organization collectively until we today go after it and secure it. It is within our grasp, but we must reach out and possess it. Those of us who are disposed to be pessimistic as to the United States today, should go abroad and visit the other countries of the world, of the most civilized section of the world, namely Western Europe, and if each and every one of these governments is looked over and their work shops looked into and their business houses surveyed, we will find nothing that we would like to have over here in America. The condition which these people are in is terrible when viewed from the point of view of a real live American, and when we go to Russia—Russia is merely that which it was described as being by Secretary Hughes—an economic vacuum; and in my judgment it will be twenty-five years before Russia will be anything else to this world, but an economic vacuum.

In the countries I visited, and I visited practically all of them, at least those where I could get along with the languages I speak, I found a poverty lamentable,

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but I found a joy in living that one-half our population in the United States failed to comprehend. These people were not mourning over what they had lost, but rejoicing over what they had left after the carnage had been over. Now, if these people—and these people are intelligent, and earnest, and love life as well as we do—can rejoice over what they have left, why in the name of God can't we rejoice when we have everything left? Prosperity in this country generally, depends upon Americanism, whether we are going to be Americans or not. And those of you who, like myself, have had an opportunity of visiting not only the countries of Western Europe, but other foreign countries, will know that here in this land we have everything that we need and more than we need and much that is needed by the countries which we have visited, and therefore, we must find a way of reaching these countries. We must enlarge our business not by our own consumption, but by economy in our consumption and the sale to the people that need it for their advancement and the improvement of their countries.

It will take centuries to work out if left alone, but if the United States turns its hand and real Americanism prevails the time will be a very short stretch until Prosperity will come to them as well as remain with us. Business, of course, can be conducted in many ways. It can be conducted in a selfish way, but what good would it be to the man who undertakes to build up a business by being selfish—by coolly counting the dollars before he spends them—as to whether they will bring advantage to his concern and his alone? The big broad way for Americans to do business is to figure how much good they can do to others by the spending of their money. It is impossible to promote the welfare of the community without promoting your own welfare at the same time. Therefore, if all of us in the conduct of our business would consider our customers and put our best foot front for them, there is no question about our staying in business and that business being profitable to us.

Service is the first thing to be considered. At the close of the war when I returned to Philadelphia with nothing else to do, I made up my mind that unless we had a foreign trade of respectable size, we would have trouble making both ends meet at this plant—this plant which was enlarged to meet the requirements of the Government, of which we are all proud. During the war it was not a question of what you earned, but whether in the future you would be able to earn anything or have anything left of what you had earned in the years past. Service is a great thing. Every railroad coming into Los Angeles is not considering itself. They don't come into Los Angeles merely to get what they get out of Los Angeles. They come into Los Angeles to serve the people, to serve the city, and they study that service as to what is to the best advantage of this city. For what reason? Because by building up this city their own railroad systems are built up to such an extent that none in the United States really can compare with them. We know that because we do business with them all and know those who are the best pay, who are able to come up to the counter promptly, and on the Pacific Coast there never is a question as to whether the railroads are responsible or whether the bill will be paid when the locomotive is shipped. This is a reputation that should be maintained.

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There is nothing here in Los Angeles to prevent you from entering the market of the world. Why should you not have a market in New York City and Philadelphia and Boston, just as well as the fellows in Boston or New York have a business in Los Angeles? Send out your men and not the old fossils ready to go on the shelf, but pick the live young men and send them out. Let them find your trade and tell you what the people must have and what they can afford to pay for it and your business will grow. You may be doing business with South America, and Western Europe, but the great Eastern part of Europe, Siberia, and China, are open to this Coast, as they are not open to the Eastern Coast. It is your next door neighbor and the business interests along the Western Coast of the United States that should grow with leaps and bounds, but you have to go and grasp it. This you have got to do the way I did, namely, get rid of the professional order takers now located in those countries. Send your own young men. Establish your own offices. Pay a salary that will enable them to live and be respectable, and pay these young men a commission that will be an inducement to remain there. Turn over some of your profit to the men that really secure the business for you and build up your institution in a place where your service will be recognized. If these men make a mistake and put you in for a loss, don't reprimand them. Every man has a right to make a mistake once in a while. Not too often perhaps, but if he does any good for you and pulls off a reasonable transaction give him all the credit you can for it. If you have a Board of Directors, make mention to your Board of the work of this young man trying to build up the reputation of the Company. If he does a thing badly and loses money, be a man and step up to the bar and take the blame yourself. Tell your Board of Directors that it is your fault and not that of the man in China or Siberia. If you do that, you will have service from your subordinates and the people he serves will have service from him.

It works well, gentlemen. We have built up from four years ago when we had about one young man and a third of a stenographer handling the foreign business until we have one hundred and sixty people engaged in it, and we have enough business coming to Philadelphia to keep a reasonable number of men busy and pay a dividend on our preferred stock.

It is easy, if you will go ahead and accomplish it, but you have to work and make every fellow around you work. When they get to working they will enjoy it so that they won't want to do anything else. A man asked me the secret of getting rich. I said that is easy. What is it? Work so hard and so long you don't have any time to spend the money you earn and you will surely get rich.

Now, we have many drawbacks in this country due to laws. Foolish regulations, we are apt to say. We have a law passed that protects a certain class of people. Another law protects another class of people. We are all disposed to find fault with the Government, but remember, gentlemen, it is your Government. When you find fault with your representatives no matter who they are, you are finding fault with yourselves. The great war which we just passed through, if it has done nothing else, has demonstrated that this is the only form of Government under

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which human beings can live and enjoy life as human beings should. It is your Government and these men are your representatives, but here in this great land of ours we have all sorts of organizations. We have all sorts of religions. None of us pays any attention to a man's religion. We even don't pay much attention to him if he hasn't any religion. He goes along. We are getting so we don't pay much attention to him in regard to his politics. If his party elects its representative and we live under a Government represented by his line, we go along perfectly satisfied and take our chances to reverse the matter at next election and have our own people in to run the Government. But have you ever stopped to consider how uniformly this Government goes on? How uniformly conditions in the United States grow better and better and better? It reminds you of waves of business. People think we come into periods of depression, but there is no depression today that compares with depressions of the past. Every time we have a depression it is less in magnitude than those we have passed through before. Today we have labor difficulty in this country. We have today a coal strike down East. The anthracite mines are all shut down. The bituminous mines are run on a fifty-fifty basis. Non-union mines are running as they have never been able to run them before as to output. Everybody wants coal and everybody wants to dig coal in a non-union mine. They are making all kinds of money and are welcome to it. We have a lot of people that don't want to dig coal and a lot of operators who don't want them to dig it. To my mind the operators are as much to blame as the coal digger and more so. There must be a mean condition that will enable most people to go to work if they would put aside selfish interest, which perhaps prevents this matter from coming to a decision.

We feel that the so-called labor leaders of labor organizations are not reasonable men and we have every right to believe that. Because when the United States, in order to carry us through quietly and successfully to the period of prosperity that is supposed to come, appointed a Labor Board to regulate these matters and wages, it was all right when wages went up and back pay was paid for months, which was held to be in arrears,—that was nice indeed.

The railroads had a hard fight to get their rates raised so that they could come out whole or ahead of the procession, and when the Labor Board or Railroad Commission cut off the rates arbitrarily, there was nothing for the railroads to do but accept and go on, which they did; but when it came to the labor leaders, "Oh no, we will strike" and a strike has been ordered. But it is a half-hearted strike, because in that great body of Americans who are hampered by allegiance to a controlling influence, which is not the Government of the United States, they want to work and are coming back in dribs and in many places refuse to go out at all. In Eastern Pennsylvania, in fact in most of Pennsylvania, there was not five per cent of the shop labor that left its work, and the farther West I went on this trip which causes me to be in Los Angeles, the less the percentage grows of the people willing to obey the mandates of the authority which they believe superior to the authority of the Government of the United States.

We must return to Americanism and it is you gentlemen that can bring it about. We should ignore any such conditions as prevail today. Encourage every

man to go to work if he can secure work regardless of anybody else who wants to work or not.

I have the reputation in Philadelphia of keeping an open shop. (Applause).

I don't know what they mean exactly by open shop, because my shop has always been open and it is my business to be there in the morning at 7 o'clock and see that it is open and keep it open. And we don't keep anybody around there that doesn't get there at 7 o'clock to see that the place is open. And any man can come and work regardless of whether he thinks he ought to belong to the Methodist Church or any of the labor organizations, or may I say, the Republican Party.

There is a great deal being said in regard to the overtime question. A great many people who pay for labor, want to pay straight time for overtime. Others want to pay time and a quarter, and others time and a half. They are all wrong from my viewpoint. That is not the way to handle it at all. In my establishment I pay double time for overtime, but I see that there is no overtime made. (Applause).

Now, overtime is the worst thing you can ask a man to perform, because it takes the pep out of him and he is not ready to go to work at 7 o'clock the next day and give a full day's work. But if in an emergency, you have to have a man you can rely on work all night, or Sunday, he is entitled to double time, because you are taking two hundred per cent of him while asking him to do that extra labor. That is my viewpoint and it has been profitable to us. Ordinary spending money would pay for the overtime which we find it necessary to have our men make. It is attractive because if a man said where do you work—he says, I work at Baldwins. Why do you work there? We have a good job and if we work overtime, we get double time and you don't get it any other place. It never occurs to him that he never gets any double time. (Laughter).

We have another very foolish thing in this country—that is restricted immigration. The Government has found it necessary, and probably wisely, so far as many people are concerned, but not very wisely from my point of view. I go back a few centuries and I find that all of us are either immigrants or sons and grandsons of immigrants—the people who came to this country. This country has millions of acres to be developed and we can't develop it too fast. We cry about aid to Europe and other countries. If we increase our immigration what do we do? We don't increase the number of people sent over here, because it is only the lion-hearted that pack up their belongings and come to this land of the free, not so much to make a home, but a future for their children. We want to be careful about it and not say too much against it. I listened the other day to a discussion by an eminent and learned gentlemen in regard to this matter, and he had a profusion of maps and showed me beyond all question of doubt that according to the admixture of races as represented by me, I should be either in an insane asylum or a penitentiary; that it was impossible, owing to my Latin ancestry on one side, my Scotch-Irish and Teutonic ancestry on the other side, impossible for me to be anything except a lunatic or a criminal. On the other hand, another gentleman got up, equally well

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educated and he also convinced the audience that we ought to open wide open; because anything run in would be better than we have now. Those are the two extremes. I ask you to be careful in regard to what you say about the immigration laws, as to what may happen in the future if we don't take a more liberal view of the matter; erecting the proper safeguards, naturally, but so that we do add new blood to that mixed blood that we depend upon in this country. Think it over carefully, not to your own profit so much as to the profit of your progeny. Being Americans, this country doesn't belong to us who live here. This country belongs to the Great Creator—the God of us all. He is the same God to the rest of the world and we mustn't rebel as some people rebel against the Government and say, "Get out. We don't want anything to do with you. This belongs to us. Shan't anybody work in this shop, because we are a labor union. We don't want any of you in here. You are foreigners. Get out." Don't let us adopt the same principle and say to other people, equally able as we are, equally respectable as we are, and who can mingle with our race, of the same blood that many of us are; don't let us say, "Get out of here, you don't belong to us, you don't belong to our union. You can't get in."

I brought a young man back with me from Europe—from Poland. He is smart as they make them. I wanted him to rub up against the people at The Baldwin Locomotive Works. You can't rub up against anybody without rubbing off something. I remember when I went to see my best girl, the next morning my mother said, "I didn't know you went last night to a flour mill." I said, "I didn't go." "Why, I thought so from the looks of your coat." (Laughter). That is true. Now, that young man wants to rub up against somebody. But I am up against the fact that the percentage is up of men that can come in from Poland, whether college professors, or beggars, or what not.

A few days ago there came into this city a train called by one of my assistants a "Prosperity Special." It was a "Prosperity Special" and the cost was borne by the Baldwin Works, not for its own profit, but to create some interest in the work going on in the United States, among everybody. Among not only the men and women and business men, but among the boys and girls. It has been successful. Delivered here over 3,000 miles of track, showing the efficiency of railroad organization and men; with 640 bearings liable to heat and delay and put that train out of commission; not a single hot box; not a single moment's detention. This, by an army of people, not so much at The Baldwin Locomotive Works, but throughout the whole United States. If we can excite an interest among Americans and show them we are really prosperous if we will only avail ourselves of it, that is all we ask when we undertake to go into the advertising business.

I thank you, gentlemen. (Applause).

ADDRESSES AT THE ALEXANDRIA HOTEL, LOS
ANGELES, JULY 14, 1922, WHEN THE MOVING
PICTURE OF THE "PROSPERITY
SPECIAL" WAS SHOWN

R. William Lacy, Vice-President of the Los Angeles Chamber of Commerce, who presided at the meeting, introduced Mr. Vauclain as follows:

LADIES AND GENTLEMEN: You are here tonight, as you know, to greet one of our greatest captains of industry and to view the pictures that he has brought, or had sent out here, of the movement of that great and wonderful train, christened by The Baldwin Locomotive Works the "Prosperity Special," which arrived last week. I had the honor at that time to be among those who received that train and assisted in christening it—with grape juice. Fortunately, at least for the locomotives, they were not insulted by that act. They were born after the Eighteenth Amendment went into effect, and also I think they wouldn't have paid much attention to it anyhow, because you know they get all their power from water, and I don't think any stronger liquor would do them any good, anyhow. The christening went off very nicely, christened by the daughter of our pioneer, Mr. Welch.

But in looking at that row of monster locomotives, I couldn't help but think of the men who created it and why that train of power was there. I thought at that time, most of us do not give the proper consideration to those great captains of industry who keep the trains of civilization rolling on. Men like Mr. Vauclain, Thomas Edison, Henry Ford; our great railroad men like Ripley, and all such men who have gone before them, are really the men who keep civilization going. What would we do without them? They are really the locomotives of civilization. They pull the trains of civilization and the rest of us ride along in the cars. Stop the movement of their brains, energy, ambition, and what would be the result? You can answer in almost one word. The result would be Russia.

We are all dependent on the efforts of these men—those who do this work because they feel it is their duty. It isn't for the dollars and cents they make. They have no use for that. They feel they have the ability, the energy, the power to do these things and they go on and generally die in the harness, and unfortunately most die "unwept, unhonored and unsung." They are not politicians. They are not diplomats, but they are the great wheel horses of industry.

Ladies and gentlemen, I have the honor to present to you our honorable guest, Samuel M. Vauclain, the President of The Baldwin Locomotive Works.

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ADDRESS OF MR. VAUCLAIN

LADIES AND GENTLEMEN: You have heard the introductory remarks of the chairman. He has referred to one of the many captains of industry, so-called, in very complimentary terms. I trust the work I endeavor to do wholly merits the remarks which he has made to you this evening.

I am not in the show business. I am in the locomotive business. But having occasion to come to the Pacific Coast, and intending to meet many of my railroad friends en route, I thought I would take along with me a moving picture of the departure of the "Prosperity Special" from Philadelphia, or from Eddystone, which is immediately below Philadelphia, and show the march of this train through Pennsylvania as far as Pittsburgh. The showing of this film will not take very long. It is quite interesting and to those who come from Pennsylvania—and I understand most everybody out here is from Pennsylvania—it will bring back to you the days of your youth; the beautiful colored mountains and the vast woods and clear water streams in which that State abounds.

Before placing the picture on the screen, however, I desire to make a little confession to you; an admission as to how easy it is to build locomotives. The job which I am engaged in is an easy job. No trouble to build a locomotive. Anybody can build a locomotive. Anybody can build many locomotives if he has a proper organization, and from a small beginning you can grow to large things and not know the difference. Therefore a man of very mediocre attainment can do the things which I am accredited with doing now as head of The Baldwin Locomotive Works, with which I have been for forty years. It is like the story—A man was driving along the road one day and saw a woman driving a cow toward a pasture. He saw no opening in the fence, but the cow went up to the fence and the lady went over and picked it up and put it over on the other side, and the cow went off to eat the grass. The man said, "My good woman, how is it possible for you to lift that cow over the fence?" "Oh," she said, "that is easy. I have been lifting that cow over the fence ever since it was a calf." That is the secret in locomotives. I have been running a plant, building locomotives, ever since it was a calf, and it gets easier every day.

The building of locomotives depends on the men you have around you. In spite of my gray hairs, my advice to you gentlemen is to tie up with the youth of the nation. You can't get them too young. No matter how young the youth that comes to you and wants work; no matter what his age may be, give him a chance. Sometimes a boy of very ordinary education applies himself in such a way that he becomes your leading man, whereas a boy that does not apply himself, though better educated, does not amount to much.

I have been interviewed recently to obtain my opinion as to a college education for young men. It is amusing. You can't spoil a boy that has quality in him. You can help a boy that has quality in him for any particular line of business. Therefore the secret of education is to give them all the education they can absorb. The boy

who has quality will be benefitted by education and the boy who has no quality for the line of business he engages in won't be harmed. If he has the education, he will be far better off socially than if allowed to drift without it. Notwithstanding the fact that people will tell you that we have gone crazy on the education business, don't believe them, but go ahead and educate your children. They say we are educating no young men to do the rough work, to handle the pick and shovel and do the odd jobs that have to be done by hand—at least, they think they have. We don't propose to educate our children to do the hard, dirty work that young men and old men have had to do in the past. We want to educate them to build machinery to do the dirty work, to enable them to live in a higher atmosphere than our people have lived in before.

When you see a man, a poor man, buy an automobile, don't criticize him but rejoice that the fellow has the courage to go and buy an automobile, as he believes it will give his family pleasure. It gets his wife out of the kitchen and the children out doors, and we ought to be glad that the man has courage enough to buy an automobile to have some pleasure in this world in which we all want to have pleasure as long as we are in existence. Therefore, don't hesitate to educate your children. What education I got, I grubbed out at night. I had no electric light. I had no high school to go where I could get a better education than in the colleges of my day. If I wanted to study, I had to make my own tallow candles. How many boys today who are running the streets and whose fathers are working hard—how many of those boys would make their candles to study their lessons by? How many would patch their own shoes? How many would take time to have their mothers teach them to knit so that they could make their stockings or mend their clothes? When I was a boy, we had a certain line of education. That was it. Now we have a different line. Give them all you can and all they can get.

After training the young men and building locomotives, what are you going to do with the young men when they get older? Are we going to place restrictions so that it is difficult to work in our plant? Are we going to make a set of rules as big as the Holy Bible that they must conform to if they work there? Now I found in working with men—and during the war I had in my charge 53,000 men, women, girls and boys, in a locality that was unionized in every shop excepting our shop and we hadn't a union man or union girl in that shop; but we had, no matter what their nationality was, Americans. Every man, woman and child believed they had a right to work at any kind of work they pleased and for any wages they pleased and for anybody they would elect to direct them. They had no rules to obey except the rule of mankind, to do unto all men as you would wish them to do unto you. Do the right thing.

We don't use stop-clocks. If a man knows he has to come to work at seven o'clock, seven o'clock is the time to come to work, and you yourself or your foreman should be there to see that that man is there at seven o'clock, and I will gamble that in any shop—I don't care where located, in Los Angeles, Mexico, or Philadelphia—if the boss is on the job at seven o'clock, the men will be there at seven o'clock. Sometimes the "missis" is too sick to get up in the morning to get your breakfast. There is always trouble in the working man's house at breakfast time, or he misses

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the street car, or something and he may come in five minutes late. He goes to the proper place and gets a check to get in after seven o'clock, for at seven o'clock the doors close. Then he goes into the shop and goes to work without saying anything to anybody. Do we fine him? No, we fine the foreman, the foreman the man works for, because we hold the foreman responsible for the man being in at seven o'clock, and if he doesn't like it, he can go to the man about it. That brings authority where it should be. That man shouldn't look to the front office; he shouldn't look to me for sympathy, but to the foreman, because the foreman has to pay the bill. That works well, because in the breast of every man, if he has the right spirit, is a desire, a determination of character. He does not want something for nothing. He doesn't want the slightest bit of paternalism. He wants to pay his way in the world. If you get this idea, you can do away with rules and you can build an organization to build locomotives just as well as the woman lifted the cow over the fence.

We make it a rule never to discharge a man over sixty years of age. If a foreman attempted to discharge such a man he would be on the rug in my office, and the man would go back. These old men we have are one of the largest assets of our business because we have taken years to train them in it. When there is an excitement in this country, they will sit down with the young men back of the shop and do more in an hour than I could by speaking to them for a month. The young man gets his advice from the old men, and he will listen to a fellow workman he has respect for before he will listen to a foreman or a superintendent or an owner. These old men do a great deal of work for me. I have an old man who, last year, at the age of 95 put into service a Mikado locomotive. I asked him to do it to see if he could, and he did it better than I could do it myself, which is an admission I don't often make. The man with me doesn't often idle. He works all day. He is as good as a machine or a tool. If a machine gets out of order, I repair it and charge the bill to operating expenses. I am justified in doing this. If I have a man working in that plant, say he is making \$6 or \$8 a day and accidentally gets his arm caught and tears off his right arm, what do I do with him? He is part of the machinery I have. A little more expensive than a tool. Under the law of the State I could go down to the butcher shop and ascertain the cost of a shoulder and pay the man the price of his arm. We don't do that way. We say, "You come back to your work, and we will find something for you to do, and we will pay you the same rate of pay you were paid when the injury occurred." We can't put a new arm on him, but we can capitalize that man so he will be worth as much as he was before. These men know that. Folks say that is poor business policy. You will have your place so full of cripples you can't do anything. Cripples don't live any longer than well people. You would never have an increase of cripples in your establishment, no matter how closely you hold on to them. You have a diminution of cripples as everybody becomes more careful, because one knows he is going to be taken care of, and his sympathy is for the man that follows. The man crippled tries to make his own job, which he gets, work out so that his employer won't receive any loss. We have several people working that way who are occupying better positions than before they had their arm torn off. It was an excellent thing for some of these men that they had an arm torn off. The assistant superintendent of a shop

lost his arm putting it through the spokes to see whether the wheel was hot or not. Some enthusiastic gentleman pulled the throttle and the arm came off. He thought he was finished. I said, "That's all right. It doesn't make any difference to me if you have one arm or two arms as long as your head isn't off."

Some years ago when Horace G. Burt, of the Union Pacific railroad was living, he wanted a superintendent of motive power. He said to me, "I want you to recommend a man." I said, "I know the right man for you. I recommend this man to you." After some time, this man came to me and said, "I wonder whether Mr. Burt is going to do anything about that. He said he'd call to see me and have a talk, but I haven't heard from him." So I sent Mr. Burt a telegram. He replied, "I'll come and see you." When he came, I asked him, "What about this man? Do you want him?" He said, "Why, that man has a wooden leg." "Yes," I said, "but he hasn't a wooden head." "I hadn't thought of that. I believe he is the man I want. I am going to see him and engage him. I hadn't thought of that." I mention this to let you know that I am not giving anything away. I always get more in return than I give.

Now, in order to keep these men busy, after I have built up the shop I have described to you, I have to get work. To get work is a difficult problem. It is harder than to do the work when you get it. Go into Poland. They haven't any money. When you go in with new people you have to rub something off, as I said this afternoon. Go in and get their confidence. Without confidence you can't have business. It was an easy matter to lend them seven million dollars worth of locomotives. It is not so easy for them to pay. But Poland is paying the interest. The principal doesn't come due until next year. But I am just as sure as anything that when the payment comes due, she will pay. Our representative, Mr. Frank Morse, was decorated by the Polish government, one of only three who were decorated, because the Baldwin locomotives won the Bolshevik war for them. Without them they could not have transported their men or supplies. Our locomotives were soon there and went in and Poland won't forget that the Baldwin locomotives won the war for them. Go to Roumania. Who would think of going there to sell locomotives? I went down there. Talk about discomfort—everybody carried his dinner with him and most of the time it was alive—a chicken, or a kid or something under his arm. When the time came to eat, he killed and cooked and ate it. The Roumanian takes his trunk with him wherever he goes. The passenger cars were filled inside, standing room only, and a few on top. The roof was covered and the bumpers were covered and men and women hung onto the steps and travelled that way to get from one place to another. But there wasn't a single cross, ugly, ill-dispositioned person on that train. Sometimes we waited while the engine was taken off and hauled a freight train to another station and came back. No use to hurry and get out of humor, because that was all they had and they were determined to be happy over it. They have no money in Roumania, but I suggested they had oil. It was running out of the ground. The difficulty was to get the oil to the sea coast. I suggested that they could manage it if I made the amounts sufficiently small. The King and Queen took up with that and the Queen is the greatest little business woman I ever saw. No business man in the United States can hold a candle to her.

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They put that through and the King ordered it and the Finance Minister signed the securities and handed them to me on the train on my way to Belgrade. They have their locomotives now. They pay their bills. We have confidence in them and they have confidence in us. We will do business with them. There is scarcely a month that we don't get an order from Roumania.

Here we come across the continent to the berated country Mexico, on the south of us and at the very doors of Los Angeles. The Los Angeles men should go down and get the confidence of the country; not of individuals, but of the country as a people. They are all right if you can only bring yourself to it. And when they find you have confidence in them, they are all right. I have loaned to these Mexicans \$4,500,000 worth of locomotives. People say you won't get your money. I am not worried. If these fellows want to worry about it, let them. I am running my own business, which is to get work for the fellows in Philadelphia to do. They expect me to do it, because when I was in Mexico, I had a telegram from one of them—"Boss, don't come home without the bacon." Now, no matter what the bacon cost, you have to bring it home under those circumstances. We not only loaned them locomotives, but money to buy and build the roads to run them on.

It pays to lend a helping hand. I will tell you how it pays. A fellow in Argentine found he could buy locomotives and cars this way. I asked, "What do you want?" He said, "We will give you an order for \$10,000,000 of locomotives if you will lend me \$3,000,000 to pay my debts in the United States, and thus avoid the losses of exchange." It didn't take thirty seconds to decide that question. I got the order. It put bread and butter into the mouths of the men and the women depending on these men getting work. Maybe you think those locomotives weren't a good job. The best that could be made went to Argentine. Orders came back. German offers were turned down because they could get a better locomotive in Philadelphia. That resulted in an order for twenty-five Mikado locomotives for Patagonia. If you don't believe they have railroads there, get a modern geography, not the one you used at school, because it hasn't any railroads on it. These locomotives were ordered and on June 15th were put onto the boats at Eddystone wharf, ready to go. It is no trouble to build locomotives if you have the organization and equipment.

This Prosperity picture which I am going to show you is a picture of a train which was sent across this country, for what? Not to advertise The Baldwin Locomotive Works. We could get along without that. The Southern Pacific had given us this order to be delivered about July 1st, and they were ready to be sent. It occurred to me, if I could ship a train load of locomotives across this country today, at the time I saw prosperity was at hand—if people would only grasp it—it would wake up hundreds of thousands of sleeping giants, ready to do business if they could only see it, and bring prosperity to the nation. Senator Pepper caught on and sent a telegram in which he said, "What is now 'Prosperity Special' will prove to be Prosperity General." I hope it will.

We have already received business for The Baldwin Locomotive Works, due to the impression made on the railroad public and the business public by this

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"Prosperity Special." We have received more business in the last three or four weeks since this train started than in any four weeks in the last two years and a half. We must attribute this to something. We can attribute a little to the railway strike—some fellow got caught in, you know, and had to provide for the emergency. But not much of it. The business that has come to us has been real business that has been inspired by something that has caused people to realize we are really busy in this country. Down East, I tell my friends we will be suffering before long from three panics, three famines. The first, a famine of labor; the second, a scarcity of cars, notwithstanding the large number of orders this year; and third, locomotives. The locomotive always comes at the tail end, but it comes in. Our business is commencing to come. That is evidence that prosperity has come to the country generally.

We have been held back during the war. We have violated our obligation to our young people of the country. Last year we had a million marriages. A million marriages means a million homes. And this year, in every city, acres and acres of new houses are going up to provide this necessity. It has been neglected to such an extent that it is imperative that these homes be built and these people provided for. The building of these homes doesn't mean so much stone and nails and window glass, etc. It means a lot more than that. The home must be furnished—beds and bedding, furniture of all kinds, carpets or rugs; dishes to eat off of, pots and kettles and pans to cook with. No end to the things that are necesasry to make up a comfortable home. Individually not much, but in aggregate, enormous. This is the transportation that the railroads are now carrying. In the East it has more than taken the place of the loss of the coal traffic which has almost entirely ceased since the strike is on. It doesn't stop there. A thousand marriages means a thousand babies and those babies have to be provided for. The only fellow in Philadelphia who ran full time in his business makes baby coaches, and he said at no time has his business shown signs of falling off.

The operator will now get ready to show this picture. The picture leaves Eddystone. It talks mostly for itself. I will endeavor from time to time to locate you in Pennsylvania as the picture passes before you.

I thank you very much for your attention.

ADDRESS ON "ENCOURAGEMENT OF TRADE IN THE
UNITED STATES," BEFORE THE SAN FRANCISCO
CHAMBER OF COMMERCE AND THE SAN
FRANCISCO COMMERCIAL CLUB, AT A
LUNCHEON IN THE HEADQUARTERS OF
THE CLUB, TUESDAY, JULY 18, 1922.

O the large attendance of members of both organizations, Mr. W. M. Alexander, President of the San Francisco Chamber of Commerce, referred to Mr. Vauclain's mission to the Pacific Coast and presented him with the following remarks:

GENTLEMEN OF THE COMMERCIAL CLUB AND THE SAN FRANCISCO CHAMBER OF COMMERCE:

It is a great pleasure and privilege to me to be able to introduce to such a representative body of citizens a man of the standing and position of Mr. Vauclain of The Baldwin Locomotive Works. Mr. Vauclain is the exponent of the best Americanism in our country. He combines the optimism, the enthusiasm of the young man with the experience of the old campaigner. Mr. Vauclain came up from the ranks. He was first employed in the yards of the Pennsylvania Railroad Company and from there he rose and became Inspector of Locomotives and was brought to the attention of The Baldwin Locomotive Works, and he rose through successive stages: shop superintendent, and member of the board, until he finally became the President of The Baldwin Locomotive Works.

He is visiting the Pacific Coast on the mission of Optimism. I heard a definition of optimism once that rather amused me: A little girl was quoted as giving the definition of optimism as "believing something you know is not so." But Mr. Vauclain is a parcel of optimism; it is part of his nature. It was born within him and has increased with advancing years; and in this country of ours where we need all the enthusiasm and optimism that we can obtain, it is a splendid thing that we have a man who carries with him throughout all of his work and all his social intercourse this tremendous feeling of optimism.

It is not only in the ordinary business channels of this country that he has made his name; but, during the war, he gave up his business almost completely and went into the service of his country at Eddystone. There, he started the Eddystone Ammunition Company and it is due to him, in great part, that some of the great naval guns were transported to France and were useful in turning the German line at Metz.

As you have already seen from the papers, the Southern Pacific "Prosperity Special," composed of twenty tremendous locomotives, arrived on the Pacific Coast. These locomotives compose a part of an order for fifty Baldwin locomotives placed by the Southern Pacific Company. They are one hundred feet in length and the great train of locomotives that came out was almost half a mile in entire extent.

As I said before, Mr. Vauclain comes to us with a great message of encouragement. He comes at the time that we have this great railroad strike in the United States; when we begin to feel that we may be facing a very, very difficult situation; and it is very opportune that he should have come to San Francisco at this time.

Mr. Vauclain has had a tremendous experience in trade, not only here in the United States, but also in Europe. After the war, his company was one of the first to arrange matters so that they could sell their goods in Europe. He will now speak to you on the encouragement of trade in the United States.

ADDRESS OF MR. VAUCLAIN

MR. CHAIRMAN AND GENTLEMEN OF THE COMMERCIAL CLUB AND THE CHAMBER OF COMMERCE OF SAN FRANCISCO:

Prosperity is the one word that is being mentioned more than any other one word throughout the United States today. I regret, however, that the majority of those who mention prosperity do it in the form of a question as to "when will prosperity return?" A question of that sort, after an experience such as I have had and which has been intimated to you by your Chairman, irritates me beyond measure. I admit that we have had some trying experiences during the past few years; but today we are prosperous. Prosperity will never return because prosperity is already with us, to give full measure to those who are willing to go out and grasp it and avail themselves of the opportunity which is offered in business in this country and in all foreign countries, because all foreign countries today look to America for assistance of every kind.

After the war was over and I was favored with an opportunity of returning to my legitimate business, I made up my mind that if we were going to be prosperous in this country we would have to cultivate an acquaintance with the outsider, or with our foreign friends. We would have to establish business relations.

Our foreign department consisted of one young man and about a third of a stenographer. The majority of the correspondence, I found out, had been filed without even answering it; and when I asked the young man why that had happened, he said he thought if a fellow was really in earnest he would write again. (Laughter.)

Now, of course, when you want to do something and nobody knows how, not even yourself, it is advisable to leave your home affairs with those who know something about them and can take care of them in some fashion, if not in the very best way, and to go yourself. Don't send the errand boy! but go ascertain definitely what the prospects are and then come back and send the proper guns and ammunition to bring down the enemy. That is what we learned during the war; and if we will apply principles of that description to our business—going after it in military fashion—we are sure to get it.

Now, of course, it was not a very pleasant thing to travel through the countries which had been devastated by war: to go through Poland, which had been fought

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over many times, backwards and forwards until not a blade of grass remained in many parts; to go down through Galicia; through the Ukraine into Roumania; over into Serbia; Hungary;—of course that part of it which you would go through to get into Serbia now already belongs to Serbia. It was astonishing! But the one thing which I ascertained definitely was that those people over there were not discouraged; that they were happy and were disposed to forge ahead, glad that they had something left; whereas in my own country, everybody was worrying because they had anything taken away from them and had not everything left. Riding on the railroad trains was very pleasing. It required an athlete. The cars were filled; nobody sat down; everybody stood up; and, wherever there was room between the shoulders and the ceiling, they were put in crosswise. A man got a location on the inside and dragged his wife through the window. The guard on the outside hung onto her feet and tried to pull her back; but if she held together, she usually landed on the inside. The platforms were full and the car roofs were full. It was very pleasant, however, because everybody brought his prospective dinner with him. He had a chicken under his arm or a pig or something of that sort, so that, when he arrived at his destination, if he ever got there, he would have something to eat. And they were cheerful! I photographed a boy that I saw on the platform and his clothes were like the covering of an ostrich. Every piece was a patch and they were laid over him in such a fashion that he was fairly well covered; but he looked as though he was covered with ostrich feathers instead of patches; but he smiled at me in a manner that made me ashamed of myself, and I have never forgotten it. After that smile from that boy there isn't anything in the world that will ever discourage me; and if any of you gentlemen here feel discouraged about your business affairs, take a trip of that kind. It isn't too late yet. Don't try to hunt for all the comfort that you can get; but go travel with the common people. It is the common people that rule the world. You can't get away from it, and if you want to know what is going on in the world, go rub up against them. You can't rub up against anything unless you rub something off, and the more good things you rub up against the more good things you will be able to do.

Now, my experience in these travels led me to come back home and put out the right kind of men. If you are going to get foreign trade, don't tie up with some fossiliferous aggregation that may exist there, with the idea that they have some "pull" in the locality in which they live. "Pull" doesn't amount to anything anywhere. You want to put a young man in there who will establish confidence. Pay him for going in there. Make him agree to stay for five years until he can get acquainted with the people. Don't expect business the first year, or the second year; and see that the man is made comfortable, and let him build up a clientele and these people gradually get the idea in their heads: "This man isn't here to take advantage of us. He is here to assist us. He is here to do something for us". And the result will be very satisfactory, at least it has been in my case; and now we have, instead of one young man and a third of a stenographer in our foreign department, probably one hundred and sixty people engaged in that line of our business. We have taken the world and divided it into zones, and we have a zone manager for each zone and he

has his men located out in the zone itself. What is the rule? The rule is the rule of true Americanism. The man out in the zone hunts his customer. You can't do any business unless you have a customer; and once he gets that customer on the hook, his business is to take care of him; and his business is to fight the zone manager in Philadelphia for the very best price and the very best article that he can offer these goods to that man for. It is the zone manager's business in Philadelphia to fight the administration, to go after the vice-president in charge of all of the work and insist that they get the very best to support the man out in the zone; and the president himself has got to do everything in his power to make it possible, not for this man to make a sale, but for this man to hold a customer, to retain a customer. I do not ask to have a report every month of the amount of business done. I insist upon a report every month of how many new customers have been added that were not on our books last year, because if you get the customer, you will get all he buys. You can't expect him to buy a hundred locomotives every week. If he buys a gauge cock every week, it would be sufficient. As long as you have the customer on your books, your business is safe; and if you ever let a customer get away from you, just cut loose and put your entire organization to work to see what is the matter and get that customer back, because a customer that has left you will do you more harm than your own representative will do you good. There is a way. Suppose you have a man with whom you do business who is unreasonable. We all get unreasonable at times. And he insists upon a certain thing, a certain understanding, and he makes a demand upon you. Now, if you fight this man, and even if you say you put it to arbitration, he never has any confidence in you. You may win, the arbitrator may decide in your favor, but that won't do you any good. Put it on a silver platter. Hand it up to him and let him know that it is a pleasure for you to give him that which he demands. He demands it honestly and when he gets it he will feel, perhaps, that he has demanded too much and he will think about it and you will never lose that man for a customer. I guarantee you, you will never have any trouble with him afterwards about his bills or about the kind of goods you send him.

Now, there is another thing in building up a foreign trade and that is to put yourself in the other fellow's shoes. When you ship the goods to him, they go in boxes. Now what kind of a box do you put it in? The very finest goods, if put in a common, rough, every day, "go-as-you-please" box, or a second hand box that you bought up cheap—go in the market and buy a lot of empty boxes and pack your goods in those boxes—when the man receives the goods he looks at the box and he says; "Well, they can't be much if they are sent out in a box like that," and he doesn't attach the value to the contents of the box on account of the appearance of the outside of the box. But you can put a rather inferior class of goods in a first class box, and immediately the man commences to open this box it is troublesome to him; it is zinc lined to keep the moisture out and he says: "Well, the fellow has gone to a lot of trouble to protect this stuff; it must be very good." Now if you combine both; you send out a good box and the very best thing that you can make then your business is secure. Now, this is what I call Americanism; don't be thinking about yourself all the time; don't be thinking how much you are going to make out

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of it; think about the other fellow. (Applause.) See how much you can do for him. See that he gets "value received" for the money he sends to you. Insist upon that with every department manager you have, that he sees that his customer is not defrauded. If my purchasing agent would buy from a man when he knew the man was losing money at the price he was selling those goods to us, he would not buy for me any longer, because that is not good business. Gentlemen, business cannot prosper under those conditions. There must be a profit to all business. You can't expect a railroad to haul your freight for less than it costs them, and what does it matter to a manufacturer what he pays for hauling his freight? What does matter to the manufacturer is to get the freight, to have it hauled, to have it delivered promptly; and he knows he is not paying any more than the other fellow; and competition, then, is fair; and he feels that the railroad man is getting profit for what he is doing. You don't want to ride in a passenger car if you know that the fellow who furnishes the passenger car is losing money. There is no satisfaction. A friend of mine, going over to New York the other day—it must have been three or four months ago—chuckled to me and he said: "For once I got ahead of the railroad." I said, "How did you get ahead of it?" "Why," he said, "I bought a ticket this morning and," he said, "the ticket agent gave me a dollar too much change." (Laughter.) "Well," I said, "you're a fine specimen." He said, "Why, what is the matter?" "Why," I said, "do you know who is going to lose that dollar?" He said, "The railroad." I said "No; the ticket agent will lose that dollar. He has got to cash in this evening." And he said, "My God! I'll go immediately when I get back and give that fellow that dollar." Well, now, apply that to your business. If you take advantage of a man and he loses, you might as well put your hand in his pocket and take his pocket book. Go and see that he doesn't lose it and, if you do that, you will never lose him. You will never lose your customer.

Now, we have been in business for ninety-one years. I have been responsible very largely for our business now for nearly forty years; but I am only following out the rules laid down by those who built up the place originally. It is larger now, of course, but why is it larger? The world is larger and a policy of this kind is going to make the world even larger. You cannot reduce it because you are constantly increasing your friends; you are constantly increasing the number of your customers; your reputation for obliging people is increasing; everybody is building it up. You have an organization that is ninety-one years old; but when you make an analysis of the place and average up, you may find that you have got a very young organization, probably thirty-five or forty years of age; and a young organization is always a live one. It does not follow, however, that those who have arrived at years of discretion, such as myself, are entirely useless. We feel that our old men in our business are the most useful men that we have, not so much for the amount that they do, but for the advice which they are able to give, the control which they have of the younger set. They are a balance wheel to your business, and when they throw up a hand or put out a word of caution, it is time to listen; and a young man will listen more freely to those with whom he has grown up than he will to someone

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who steps into a place of authority and attempts to tell him what to do, and that is our secret, if we have any secret. We maintain the family relation. You might think we would have a lot of old men around the place, but old men die off just as rapidly as young ones and, probably, a little more so, so that we never have a very large crop. It is the same way with cripples. Keep all your cripples in your business. (Applause.) It promotes a good feeling among your people. If you have a man who loses an arm you can't replace the arm—if you have a planing machine that loses a cross head, you can put a new cross head on and make that machine earn its money. What you can do with a man who loses an arm is to agree to keep him as long as he lives and pay him the same wages he was earning when he lost his arm, and then find such an occupation for this man that he will take that money with the feeling that he has earned it. It can be done and you don't have a shop full of cripples, because everybody is watching out that you don't make any cripples. Nobody intentionally puts his arm in to take it off. We have of course State regulations to pay for these things, just as you go into the butcher shop and you buy a shin bone for so much a pound and a rump steak for so much a pound. The State will say you have got to pay so much for an arm, so much for a leg, and so much for an eye. I can't reconcile myself to paying for human flesh by the pound; but you can make it good and you can keep that man coming along in a respectable and efficient manner that will have an effect upon all the young men in the place.

Now then with an organization like that, and with a country like the United States that is so prosperous that she doesn't know what prosperity really is, if she were able to compare our condition with the condition that prevails in Western Europe and realize it, you would never hear a word about prosperity. The trouble would be: "How in the name of goodness are we ever going to do all the work that is before us to do?"

I decided that I would pay some attention to my own country this year; and this is my first trip and I have been overjoyed that the farther West I have come the greater the prosperity seemed to be. Our crops are bountiful, and there is no State which I have been in that has pleased me in every way more than the State of California. The representative men whom I see here engaged in business, both in Los Angeles and here in San Francisco, have the true American idea: an idea of co-operation; an idea of confidence in each other, which is Americanism, and a determination to take every advantage that we have here and keep busy and prosper. I was in a gentleman's office this morning and he said "My business now is better than it has ever been"; and if we could only all of us consistently look into affairs, we would find that our business is in better shape today than it has ever been under like conditions.

I remember not so many years ago, when we were caught with a money panic, in 1907. In September it came over us and I had a shopful of work. I had a heavy payroll for those days; about three hundred thousand dollars. We went to our bank to have the payroll made up and the bank said, "We can't give you any of your money. It is tied up. You will have to go to the Clearing House." My

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people came back and sent for me and said: "You will have to pay in Clearing House Certificates." I said "Not on your life! These men are accustomed to getting hard money and they will get hard money, nothing else." "Well," they said, "you can't get it." "Well," I said, "we will have to get it." "No," they said, "we will have to pay in check." I said, "All right; if we have to pay in check, we will pay in Baldwin checks. When a man sees a Baldwin check he will have some confidence in it; but a Clearing House Certificate will look like a soap advertisement and I won't have it." (Laughter.) When they went down to the bank the bank said: "My God! you mustn't do that. You are creating a panic; and every bank in Philadelphia would have a run on it with twenty thousand people coming down the street with a check to be cashed." So one of my partners said to me, "Sam, I have an idea." I said, "What is that?" He said, "What is the matter with you and me drawing out our insurance money?" Each of us had our lives insured and they had been insured for a good many years, and there was a credit for us, a very large one. I said, "Good enough; they have got to give us the cash there." And so we got the money from the insurance company, and with the few pennies we could pick up from the banks, we paid the payroll that week and we established confidence among our men. They got their money when no other workingman in Philadelphia got money, and you couldn't convince them but that Baldwin's was the real place to work; and they had the fullest confidence in our ability to weather that storm. We never lost one of them. We completed all the heavy contracts we had and, by the first of the year, I was able to slow down and go along comfortably with the rest of the people. Confidence is the basis of all business; confidence in each other today is the basis of our prosperity and, to the extent that we have confidence in each other, to that extent we will prosper. This is a free country; this is a country of liberty. It is the best government in the world. If the thirty billions of dollars that we spent during the last war did nothing else, it established beyond all doubt that the Government of this country is a stable Government and will endure for centuries. (Applause.) And it is cheap at the price to find that out! Now, with that demonstrated, and paying thirty billions of dollars to demonstrate it, any man who goes around in a pessimistic manner, finding fault with the conditions in this country, sit on him! Give him something else to think about. Get him stirred up, and as I see the business people in California, that is what would happen to a fellow of that kind; and we are after them down East, but we are slow. Philadelphia, you know, is the slowest place in the world. There is nothing that runs through Philadelphia—not even the rivers. But there is one redeeming feature about us down there, and that is that when we finally get started on a thing there is nothing can stop us; we keep on going. It is a virtue; and it is the result, probably, of our Quaker ancestry. We are careful; we are prudent; but, on the whole, we are industrious and we know how to work. A country like this is a country of liberty; but it is a liberty regulated by law, and don't you forget it! And we elect our representatives who form the Government. We are not subordinate to this Government; this Government is subordinate to us. It is our creation. They are working for us; we are not working for them; and I have reminded them of that in Washington, not to put any follies on when they talk to me because they were working for me; I was not working for them. (Laughter and

applause.) And that is the way you want to feel about it; but when you elect a representative to attend to your governmental affairs, back him up; no matter what your politics are, when he is in there, get behind him. In your National Government, in your State Government, in your City Government, or in your organizations here, if you have a president, support him and he will attend to things. If he doesn't attend to them, you have an opportunity to get a new one in a very short time, and that is the great advantage that we have in this country on a four-year tenure of office for president, and I hope to God it will never be increased; because every man has a right, in my judgment, to change his mind. I am quite sure of it. I was loading a vessel many years ago, thirty-five years ago for Australia, putting some locomotives in; and in the evening I noticed a fellow who was hauling in a lot of soap—oceans of soap in boxes. I thought to myself, "That fellow's going to play me a trick." I was down to the ship in the morning about four o'clock, and the ship was full of soap; and I said to the stevedore, "What are you doing with all this soap?" He said, "That is where the captain told me to put it and that is where it is going to be." I said, "In a minute or two you will get that soap out." "No," he said, "I'll not touch it." So I went down to rout the captain out of bed and I said, "Come up on deck; I want you." He said, "I'll be up after a while." I said, "No; you will come up now;" and he did. We stood up against the combing of the hatch and I said, "Captain, I will thank you to remove that soap. I own this ship till I fill it with locomotives. If there is any room to spare you can put the soap in it." He turned around to the stevedore and he said: "Keith"—that was the name of the stevedore—"Keith, what did you put all that soap in there for?" "Why," he said, "Captain, that is where you told me to put it and I worked all night to get it there." "Well," he said, "get it out of there, get it out; damn it all, hasn't a man a right to change his mind?" (Laughter and applause.) Now, therefore, it doesn't make any difference, gentlemen, what difficulty you get into; we have a right in this country to change our minds. I am going back to Philadelphia and I am going to tell them what I have seen here in this State. My experiences here in a few days, not much over a week, have filled me with an energy that will make it impossible for some of my Eastern friends who are rather pessimistic, to stand up against what I will have to tell them.

I thank you exceedingly for this very cordial reception and for the patience with which you have listened to the few words which I have had to say to you, and I extend to you all a cordial invitation to come and see me in Philadelphia when you come there, no matter who you are. If you are registered in the business of the United States, business of any kind, it will give me pleasure to do everything I can for you in that section. And tonight, here at the hotel, we propose to show to those who care to come, and see it—men, women, boys and girls, especially the boys and girls would like to see this picture—a moving picture of the departure of the "Prosperity Special" which we delivered to Mr. Sproule in Los Angeles at the psychological moment, the moment that the strike went into effect out here. The pictures show the passage of the train through the State of Pennsylvania as far as Pittsburgh, and its departure for the West. This train was shipped to give the American people in general an idea that prosperity was with us. To have shipped these locomotives one at a time in a

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freight train, would have attracted no attention; but shipping them as a train and sending out word ahead to the country newspapers brought hundreds of thousands of people; automobiles were requisitioned, branch passenger trains brought people in, and it will do your heart good not only to see the beautiful scenery in Pennsylvania but the interest that the people of Pennsylvania are taking in what we call "a returned prosperity". Of course it is a simple picture. It is not done as an advertisement by The Baldwin Locomotive Works, not a selfish advertisement; it is done to get the great mass of the people interested in their country and in their affairs, and help them start to do something; help them to start to fix up their homes, fix up their houses, buy a new suit of clothes, get a new idea fixed that we are really prosperous and go after it; and we think we have accomplished it. Through the generosity and the kindness and the perseverance of the Southern Pacific Railroad, this thing has been made possible and we are grateful to them; and we are grateful to the public for coming to look at it; and we are grateful to the mass of railroad workers that took care of this train on its way through. A train of six hundred and forty journals, each one liable to get hot and delay and stop the whole show; not a single minute's delay for a hot journal through a journey of three thousand miles.

I thank you. (Sustained applause).

ADDRESSES AT THE HOTEL ST. FRANCIS, SAN
FRANCISCO, TUESDAY EVENING, JULY 18, 1922,
WHEN THE MOVING PICTURE OF THE
"PROSPERITY SPECIAL" WAS SHOWN

BEFORE the film was presented, Mr. Seth Mann, Attorney for the San Francisco Chamber of Commerce, introduced Mr. Vauclain with the following remarks:

LADIES AND GENTLEMEN:

It is my esteemed pleasure to introduce to you tonight the speaker of the evening.

Mr. Vauclain is a man who is a typical American and whom we, as Americans, are always proud to see and to know.

He started in the typical story-like way as a boy in the railroad shops of the Pennsylvania Railroad. In time he becomes foreman of the shops. Then he is sent to The Baldwin Locomotive Works to see whether or not the orders of the Pennsylvania Railroad with respect to the details of engines under construction are being carried out. It is noticed by The Baldwin Locomotive Works that, instead of sitting about and waiting for the engine to be produced—the locomotive—and then to find fault with it and have it taken down and rebuilt, he went into the shops among the workmen and observed all the details of the building of the locomotive as it grew from day to day. And the finished work saved the time of innumerable men and delivered the engine to his company much before the time that it would otherwise have taken to render that service. Then, there is a vacancy as foreman of a great shop of The Baldwin Locomotive Works many miles away from the center of operations, and The Baldwin Locomotive Works placed Mr. Vauclain as foreman of that plant, placed him over some three hundred men; and so, in the course of this typically American career, we finally find him the President of The Baldwin Locomotive Works today.

Now then, a very interesting part of his recent career is his connection with the great war. It transpired that a number of heavy guns, fourteen inch naval guns, hurling shells of over a ton in weight, fourteen inches in diameter, thirty-five to forty-five miles were necessary to the American Government in this war. The Naval Department estimated that it would take one year, at least, to complete five of these guns. Mr. Vauclain said to the Naval Department: "If you turn the matter over to me, I will deliver you the first gun in ninety days and the other four in the ensuing ninety." They let him have the contract. It involved the building

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of tremendously highly braced cars to serve as stations for these guns, and the whole car and gun ultimately shipped to Europe and to the war. He delivered the first gun in sixty or sixty-one days and all five, within ninety; and it may be said that those five guns—there were hundreds in construction at the time the war was completed—but those first five guns went to Europe, went to Metz, and it does not take any very great stretch of the imagination to say with a great degree of truth, that those five guns, in boring the way through Metz, blowing up the stations where the Germans had stored their ammunitions and their food some thirty miles behind the line—those guns firing forty and forty-five miles—that those five guns won the war.

It gives me great pleasure and delight to introduce to you this American gentleman of achievement. He represents the best type of American citizen; and he comes with a message of joy and cheer.

Ladies and Gentlemen: Mr. Samuel M. Vaucelain (Applause).

ADDRESS OF MR. VAUCLAINE

MR. CHAIRMAN, LADIES AND GENTLEMEN:

After an introduction like that, there is very little more to be said so far as I am concerned. I wish to add to it, however, that a man in my position gets credit for doing a great many things that the other fellow does. We have an army of excellent men trained to do as they are told to do; not told how to do it so much as simply told to do it and the work is done. Through the period which has been mentioned to you, the period of the war, many men were called upon to serve their country and it was a delight to be associated with these men and to find out the jewels in our line of business that had previously been engaged in other work.

For instance, you take the rifle factory which we established at Eddystone on the property of The Baldwin Locomotive Works; had it not been for this factory, the American Army could never have been equipped with rifles. Seventy per cent of all the rifles that were used in the American Army abroad were sent from this factory; and who had control of this factory? Who was the responsible head charged with the manufacture of these rifles? Told what was necessary to be done and who did it? A railroad man, a railroad man from San Francisco who had had charge of the Western Pacific Railroad. Now, who would have dreamed in the War Department of sending to the Western Pacific Railroad and getting its vice-president, or managing officer, to come to Eddystone and show the world how to manufacture rifles at the rate of seven thousand per day? But that was done. It was the knowledge which the victim, if I may call myself such; it was the knowledge that these men existed and the ability to secure them, and place them in charge of this vitally important work that really won this war. I believe that many men, throughout the campaign which we passed through during those two years, who did the greatest part of the work, probably received the least credit for it; but wherever I have had charge of great work, it has always been a pleasure to me to give the other man credit for it. Of course, I

handled the telephone once in awhile; that is easy, anybody can do that; girls do that and do it well.

I remember when I brought the Secretary of the Navy to Eddystone to celebrate the finishing of the millionth rifle, and this millionth rifle was made a present to Mr. Schlacks, the man who did this work, because of his great achievement; when the Secretary left to go home he said to me, "Mr. Vaucelain, I go home perfectly satisfied that we will win this war. Such enthusiasm and such devotion to the work in hand that I find here"—and the rifle plant was only one of the various plants—"assures me that nobody on earth can whip us."

Now today the war is over. It has been over for two or three years; and what we are interested in principally today is the prosperity of this nation. We want to be prosperous in this country and prosperity, of course, is relative. In order to know that we are prosperous we must compare our conditions with the conditions of other nations and the conditions of other peoples; and therefore, in order to find out just what we are up against, it is vitally necessary that we go and inquire into these conditions for ourselves. If we are in the locomotive business and we have to compete with the world, we want to know what the rest of the world is doing. In business it is not wise to be afraid of the other fellow. We want to do as General Grant did at the capture of Fort Donaldson; you want to be busy thinking how much the other fellow is afraid of you, and go after it. And, therefore, in order to know whether we are prosperous or not prosperous, it is necessary to go into these countries far, far away and ascertain just what the situation is.

In the first place, it was necessary to do this personally. A trip of this kind immediately after the war was accompanied with great privation, great difficulties. Passenger trains through the Near East on the borders of Russia were overcrowded, standing room only, and if there was any room between the shoulders and the roof of the car, people were packed in lengthwise. Nobody objected. The roofs were full of people and the platforms were full; standing room only and hanging on. But these people were cheerful. Frequently, in passing a bridge or through a bridge, the bracing across the top between the girders was a little low and once in a while we scraped them off; all that were on the top of the cars. Nobody seemed to mind that. Those that were able to get up, got up and clambered on again and those that were not able to get up were left behind for someone else to care for. If we stopped with the passenger train at the station, we frequently loaned the locomotive to somebody else to haul a freight train to the next station and we quietly and patiently and cheerfully waited until the locomotive came back again to take us a short distance farther. But through all this country, these people were happy, apparently. Poor Job's turkey wasn't in it; but they were cheerful that they had something left. And now, here in America, we find hundreds of thousands of people who are discouraged and dissatisfied because they haven't got more than they ever had; dissatisfied because things don't come to them without effort and without work, and if there is any lack of prosperity in this country today it is because those who are looking for it haven't got the energy or the ability to grasp it as it is going along.

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General business in the country is good, excellent; in the East it is excellent. The next business, of course, is the business of transportation and general business creates a great deal of transportation. The railroads in the East are now wondering what they are going to do with the coal when the strike ends; and after everybody else gets straightened out, the poor locomotive builder will commence to have plenty to do, or more to do than he can take care of. The locomotive builder is the last one that feels it and, inasmuch as he is the last one to feel it, he has more time to encourage other people with the belief that real prosperity exists.

Last Fall, before I went to Europe, I called on our good friend, Mr. Kruttschnitt of the Southern Pacific Railroad. I had called on him probably eight months before at his request. He asked me whether I thought it was a good time for him to buy some locomotives. I said "No, sir; I would advise you not to buy any locomotives. I would advise you not to buy anything if you can get along without it. Patch your shoes and put half soles on them and keep running until things straighten out." But last October, I thought business was coming back with a rush, so I went to him and told him, reminded him of my previous visit, and said, "I think the time has now arrived. I am not quite sure, but if you wish to buy locomotives now, we will guarantee the price; and, if we can save you any money, we will build locomotives for you at much less than that price, possibly." "Well," he said, "You build me fifty. I do not know that we want the locomotives and," he said, "I will let them run until the first of next July and I will pay you for them then, and I do not want them shipped until I give you word."

Now, these locomotives were built quietly during the winter to keep an organization together in connection with other work. We always had the Southern Pacific order to fall back on, and every man that worked grew in affection for this particular order of locomotives. So, when the locomotives were completed, it occurred to me that if these locomotives were to be shipped to the Pacific Coast two in a train, as we ordinarily would ship locomotives, their progress through the country would create no enthusiasm and there would be no revival in business, as far as could be observed, by the shipment of these locomotives. I, therefore, had one of our managers undertake to secure permission to ship twenty-five of these locomotives in one train across the continent, not for the benefit of The Baldwin Locomotive Works, but for the benefit of the whole United States, to bring people out and to let them see that here, in this far Western country, was a great railroad that needed fifty locomotives, and to try to carry to them the impression that they needed them so badly they were shipping them by the trainload. You must always, when you start out to do anything, start out well. We started with twenty-five and we secured permission finally to ship twenty; but twenty of these locomotives coupled together with the locomotives that were pulling them, made a train a half mile in length—a solid, substantial train—with six hundred and forty bearings running and turning, each one liable to heat up and put the train out of commission and spoil the whole advertisement; but Fortune was with us. Whenever you start out to do the right thing the good Lord is always with you. Now, we didn't have a hot bearing or a minute's detention with that train until it pulled in at Los Angeles on the first day of July.

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Now, what happened? Hundreds of thousands of people came out to see this train. From Philadelphia all the way to Los Angeles there was a continuous ovation and there was a great satisfaction among all these people. They had a demonstration—physical demonstration—that there really was something doing in this country; and, believe me or not, from the day that train started from Eddystone there has been such a movement on in this country to do something that we find it difficult to take care of the orders that come to us and give a customer any kind of delivery, because we have got to build up stronger before we can get to the full capacity of our plant; but we are working just as hard to get running to full capacity as our friends seem to be working to fill us up to our capacity with orders.

Now, therefore, the general business of the country has advanced to a point where the car builder has been called upon to furnish thousands and thousands of cars, and now the locomotive builder is being called upon to furnish the means to move the cars; and the strike among the coal miners is not over yet.

In order to hand this spectacle down to those who are to follow me it occurred to me that I would have a moving picture film taken of the departure of this train, and follow it through to Pittsburgh so that we could put it on file, and the young man who will assume my duties a hundred years from now, will be able to run this picture off and see "what the old man once done;" and he will get an idea, if he is hard up for business, how to revive interest in business affairs among the people with whom he may happen to come in contact at that time.

The scenery through Pennsylvania is beautiful; and, when I started West to look up the Western country, having given all my time in recent years to foreign countries, after having established a stable and regular inflow of business from foreign lands, I felt it was time to look up my own country and see what was going on; what changes had taken place in the last ten or twelve years, and to build up if possible an enthusiasm among the people of this country that would give us all prosperity.

Americanism is the greatest thing in the world. We all are Americans. We rejoice that we live in the land of liberty; a Government of the people, by the people, and for the people. These Governments we have here in the city, here in the county, here in the State, at Washington, are of our creation. They work for us; we don't work for them. They are our paid servants; we sent them there; and don't forget it. Don't let them put anything over you. They are our employees to look after the governmental side of our country, and they do it well, and while they are there, back them up just the same as you want to back up your men who go out to handle your business for you. Put yourselves behind them. If they make mistakes, go up to your board of directors and tell them that it is your mistake. Don't tell them that it is Jones' mistake, who is out in California getting an order for you, but it is your mistake as president of the company. You are responsible for all the failures of those who work for you; but if any of your subordinates do a good thing, go up to your board of directors and give that fellow credit for it and you will have an organization. They will never forget you; and that is the way we have built up the

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organization which is known all over the world as The Baldwin Locomotive Works; an institution ninety-one years old, but about thirty-six years young. The average age of our superintending staff is about thirty-six years; and we never get rid of an old man.

This picture, ladies and gentlemen, has been brought along on this trip not as an advertisement. We are not in the show business; but the country there is so lovely, and the view of this train forging its way ahead with all the energy possible towards this great Pacific Coast, caused me to feel that some few people out on this Coast would be sufficiently interested in the welfare of the whole nation to want to see this picture and, therefore, we brought it along. The trouble to show it to you is a pleasure and I hope that those who now will have the opportunity to look at it, will feel that it was well worth while for us to bring it along.

We have, I hope, young people among us here, young people who have the world ahead of them; and don't be afraid of the world; don't be afraid of your opportunity to get ahead. The opportunities today are far greater than when I was a youngster, and they are growing greater. Education is making it easy. I heard a man say the other day: "What are we going to do for common labor? We are educating our children to do things other than what their fathers did before them." Now, that is all right. We don't want any more common labor than we can possibly have. We want educated labor; we want skilled labor; we want people to live better; we want them to enjoy the great things in this world.

A man has but a few years to live and he ought to enjoy it; and the greatest thing in the world today to enjoy is to work in the world; to do the world's work. Get up in the morning early and go to bed late at night. The easiest way to lengthen your days is to shorten your nights. (Laughter.)

There are many things that come to a man who can give his time to the world's work; and you never get tired; you tire of one thing, but rest up on another. Why, a man who sits at his desk all day can go out and saw wood and enjoy himself. It is a different occupation. And so it is in the household work. A woman today is far ahead of a woman fifty years ago. She has the whole world before her. She can get in her flivver and start out and go fifty or sixty miles in a half a day. She sees that much more of the country.

In Pennsylvania we have not near so many automobiles as you have in California, but we have probably seven hundred thousand pleasure cars in Pennsylvania and seventy-five percent of the pleasure cars in Pennsylvania are owned in the country by the farmers and the country people—the working people. You cannot get through a country town at night because the people are all in the movies. The movies bring the rest of the world and bring it there to those people and for that reason we have adopted the movies, the picture film, to advise all the people of the world about our business and to show them our shops; to show them our men at work; show them how a locomotive is built; show them everything that we can in connection with our business. It is far cheaper than to pay their fare and bring

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them from these various countries; from, I might say, the Argentine in South America or from China; to bring them to Philadelphia to show them what we have. Take advantage of the modern appliances that science has given us. When we want to send a message to Cuba we don't get on a passenger train or steamship and go down to Cuba to deliver the message. We reach for the telephone and we have Cuba in five minutes; and we will have Europe in five minutes before we are much older; and you, on the Pacific Coast, will have China in five minutes.

We won't need these great exhibitions which we have had in the past; these world fairs that cost millions and millions of dollars. We can do better with that money because we will have the world right in our hand; we can reach any part in a few minutes. We must learn to do business in a modern way; and we must learn to enjoy ourselves in a modern way; and we must learn to work in a modern way.

Now, ladies and gentlemen, I am talking a little too much about things that don't relate to this picture and I don't want to keep you here any longer than is necessary; and I will ask the operator to turn on the film, if that is the right expression to use. As we go along, I will endeavor to name to you a few of the important places through which this train passes.

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